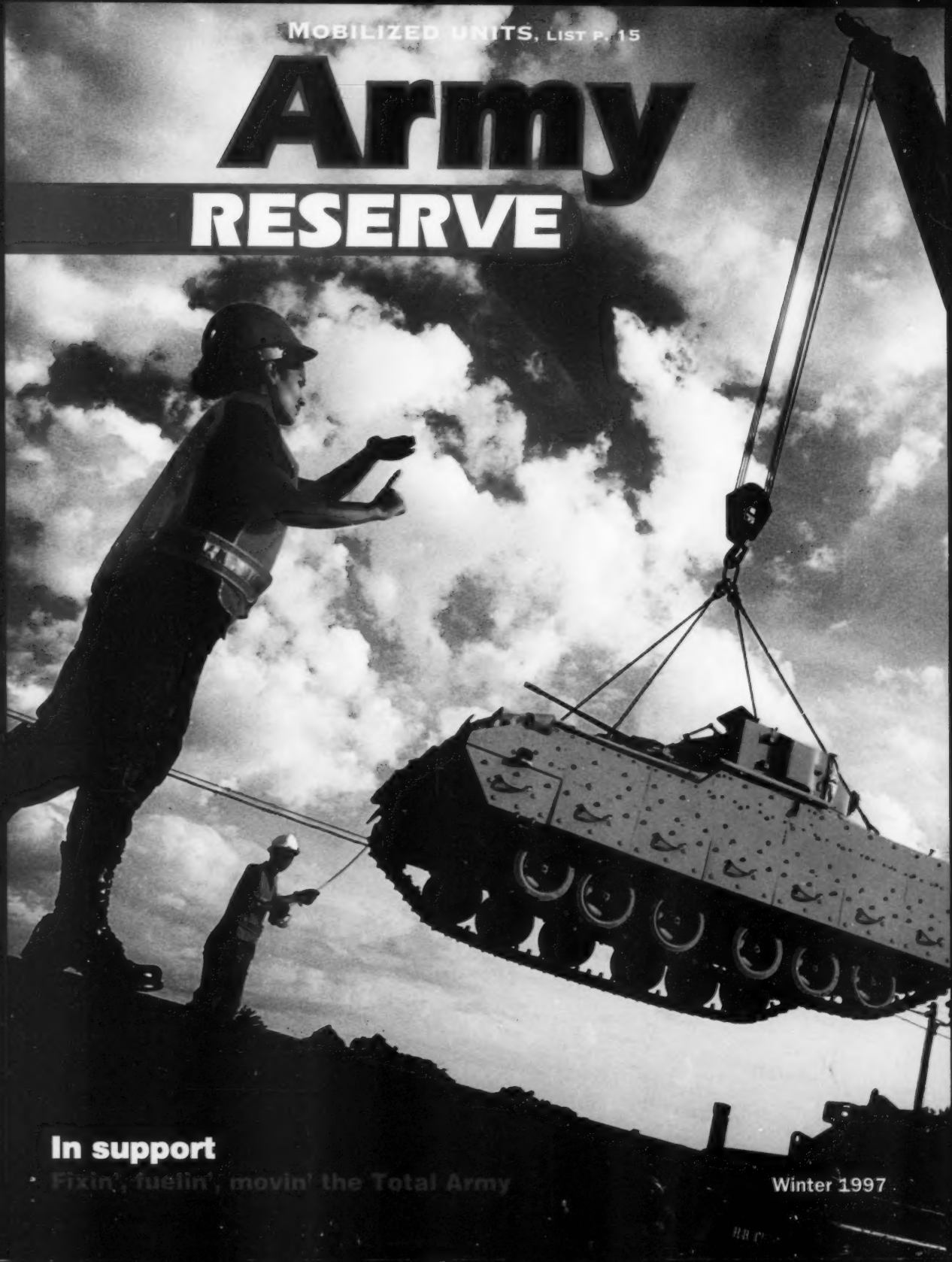
MOBILIZED UNITS, LIST P. 15

Army RESERVE



In support

Fixin', fuelin', movin' the Total Army

Winter 1997

Final call

'Dragons' furl colors

Maj. Gen. Robert Lame, commander of the 63rd Regional Support Command, reviews the "Desert Dragons" of Arizona in the unit's final formation. The 8th Battalion, 40th Armored Regiment inactivated last August during a ceremony at Fort Huachuca. Formed in February 1942 as Co. H, 40th Armored Regiment, the unit later became part of the 709th Tank Battalion that earned the Presidential Unit Citation for action during the bloody Hurtgen Forest campaign in Germany during World War II.

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Army Reserve

Magazine

Since 1954. America's largest circulating military magazine.

Volume 42, Number 3 **WINTER 1997**

Photo by Ted Bartimus

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Front cover. *Department of the Army photo. Sgt. Bobbi C. Ruybal of the 146th Transportation Co. (Cargo Transfer), Ogden, Utah, helps load a Bradley Fighting Vehicle onto a rail flatcar at Fort Knox, Ky. The Total Army relies heavily on the Army Reserve's core competency of combat service support. Story, pages 8-11.*
Back cover. *A recently printed retention poster. The Army Reserve loses about 30 percent of its force annually, a costly, disruptive turnover and drain on readiness. Fixing the problem is both a unit and individual responsibility, and starts by "taking care of soldiers," says Maj. Gen. Max Baratz. Chief/CSM messages, page 4.*

MAJOR GENERAL MAX BARATZ
CHIEF, UNITED STATES ARMY RESERVE

LIEUTENANT COLONEL JON R. FORY
CHIEF, PUBLIC AFFAIRS

"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public, of information of interest to the Reserve Components."
Section 278, Title 10, U.S. Code

Army Reserve Magazine

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FOR CHANGE OF ADDRESS, do not write the magazine. Members of Troop Program Units should notify their SIDPERS-RC clerk. Members of the Individual Ready Reserve and Individual Mobilization Augmentees should contact their Personnel Management Team at ARPERCEN, 9700 Page Avenue, St. Louis, MO 63132-5200. Paid subscribers should forward their address change to the Superintendent of Documents, Attn: Mail List Branch SSOM, U.S. Government Printing Office, Washington, DC 20402. Special military distribution recipients may write the editor directly.

From the Chief, Army Reserve

Make soldiers a top priority

A bright future beckons in 1997. We're close to completing our downsizing to an endstrength of 208,000. We've worked out many of the restructuring kinks in transitioning to a core competency of combat service support. The months ahead promise more stability, better training opportunities.

That's the big picture. Now let me focus on a unit-level issue – taking care of soldiers.

It's every leader's paramount responsibility to do so, from team leader to company commander. Success breeds success. Problems reap more problems.

Maj. Gen. Max Baratz

Some areas for leaders to focus on in 1997:

• **Sponsorship** – Set the optempo from Day 1. Assign good people to this important job. Follow up to ensure the newcomer is getting all the help he or she deserves.

• **Family Support** – Know the basics of the program and whom to call for help.

• **MGIB, promotions, pay issues** – Make these entitlements work. Ensure paperwork is done correctly and on time.

• **Training** – Keep soldiers busy in support of the mission, be it AT or weekend drill. Make the work meaningful as well as fun. Stress physical fitness.

Granted, my thoughts are not revolutionary, but my message – ***take care of soldiers*** – is so important. Heed the call.

Starting with this issue, I'm giving half my column space to the CSM. It's a privilege, Top, to do so. And long needed.

From the Command Sergeant Major

Stress TLC (training, leadership, caring)

During my first year in this job I've traveled thousands of miles and, more importantly, talked to hundreds of soldiers. They've told me in very blunt terms how sponsorship, Family Support, promotions, benefits and training are going for Operation Joint Guard. Based on their assessment, our senior noncommissioned officer leadership is not receiving high grades.

The solution to many of our problems is an age-old link between leader and led called communication. Senior NCOs tell me sponsorship programs are alive and well; soldiers tell me the programs are dead and buried. We, the NCO corps, must do a better job of closing the communication gap. We, the NCO corps, must walk the walk and follow up to ensure what should be done is in fact getting done.

CSM John E. Rucynski

NCOs have three inherent responsibilities – training, leadership and caring – TLC. Training must be tough, realistic, to Army standards. Leadership means making decisions, sometimes unpopular, that support the mission. Caring means telling a soldier he's not ready for NCOES because of weak P.T.

Leadership is a tough job. It works best by communicating, both up and down the chain-of-command.

We, the NCO corps, cannot let soldier programs exist only in recruiting brochures. We, the NCO corps, must implement, supervise, train. That's our job.

Fewer enroll than expected

Full benefits delayed for mobilization insurance

Program needs time to accrue assets, become self-funding

Soldiers enrolled in the Ready Reserve Mobilization Income Insurance Program will receive reduced benefits for the short-term to allow RRMIIP assets to grow so the program can become self-funding, as dictated by law.

> **"My staff is working ... to prepare a request to Congress for a special appropriation to cover the unfunded liability."**
>
> **Deborah R. Lee**
> **Asst. Secretary of Defense (Reserve Affairs)**

In a letter dated Dec. 26, 1996, the Assistant Secretary of Defense (Reserve Affairs), Deborah R. Lee, announced that OSD has authorized payments of 4 percent of the insured amount. That means a soldier enrolled for the maximum benefit of $5,000 per month initially will receive $200.

"My staff is working ... to prepare a request to Congress for a special appropriation to cover the unfunded liability," wrote Ms. Lee.

Temporarily reducing benefits to 4 percent assures Reservists receive partial payment at least through May 31, 1997. After that date, payment schedules will depend on whether or not Congress approves a special appropriation, and on the status of funds generated by premiums.

In any event, DoD's goal is for all Reservists due RRMIIP benefits to be paid in full at some point.

Ms. Lee cited several reasons for the program's current shortfall:

• **Timing of the program's start** – Shortly after the program took effect Oct. 1, 1996, over 3,000 Reserve Component personnel received mobilization notification for the next rotation of Operation Joint Endeavor (now called Operation Joint Guard). That prompted many to elect the maximum benefit, putting a quick financial drain on the fund before it had time to accrue sufficient assets and become self-funding.

• **Short implementation window** – Congress approved the insurance program as part of the FY 96 National Defense Authorization Act, and did not sign legislation until Feb. 10, 1996. That gave Department of Defense planners only seven months to implement the program.

• **Difficulties in marketing the program** – Reservists were given a 60-day enrollment window that began on the day each Reservist received official notification of the program. For most Reservists, that window ended by Dec. 30, 1996. The short sign-up period, coupled with inherent difficulties in quickly educating a scattered part-time force, contributed to lower-than-expected enrollment numbers.

(Reserve Component members who enlist after Oct. 1, 1996, also have a 60-day enrollment window.)

Surveys following Desert Storm indicated up to two-thirds of Reserve Component personnel would participate in an income insurance program. Current enrollment is far short of projections.

RRMIIP is intended to be a career program, not a quick payoff for one call-up, DoD planners stressed. RRMIIP pays a participating Reservist between $500 and $5,000 per month when involuntarily activated for more than 30 days in support of a national emergency or operational mission. The monthly premium rate is $12.20 per $1,000 coverage. ★

New education programs

Available in FY 97 to soldiers in Troop Program Units and the Active Guard Reserve:

•Tuition assistance (75 percent) for DANTES Independent Study College.

•Free College Level Examination Program (CLEP) tests and Dantes Subject Standardized Tests (DSST) for spouses and USAR civilians. Tests must be administered at a Reserve Component facility.

In FY 97, AGR soldiers can enroll in the College Video Project World Class Program (as can TPU soldiers). Call (800) 852-5277.

PSRC extended

The Secretary of Defense in January authorized continued use of Reserve Component soldiers under Presidential Selected Reserve Call-up (PSRC) through Aug. 15, 1998, for peacekeeping operations in the former Yugoslavia.

Best mess

Army Reserve winners of the 1997 Connelly Awards for excellence in food service:

First place
430th Field Service Co.
Bayamon, Puerto Rico

Runner-up
308th Medium Truck Co.
Lincoln, Neb.

W-2s

Reserve Component 1996 W-2 forms will be mailed by Jan. 31, 1997, to the soldier's address of record. This includes soldiers presently serving in Operation Joint Guard (formerly Joint Endeavor). To correct a W-2, submit a request (with substantiating documentation) using one of the following methods:

- Defense Joint Military Pay System e-mail (MPO.3878 or 3842, 3843, 3844);
- memorandum Defense Finance and Accounting – Indianapolis, ATTN: DFAS-IN-FJEB, Mail Stop 106, Indianapolis, Ind. 46249-0885;
- fax (317) 542-2763 or DSN 699-2763;
- telephone (317) 542-2800 or DSN 699-2800.

Selective Service duty

Officers and warrant officers in need of an Individual Mobilization Augmentation slot should consider the Selective Service.

Responsibilities as an IMA include supporting the effort to inform young men about their registration requirement, helping ensure the 2,060 Selective Service boards nationwide are trained, and serving as a local spokesperson.

Most Reservists serve as Area Office Managers. Some are assigned to state, regional and national headquarters.

For information:

- **Region I (Chicago) (847) 688-4540**
- **Region II (Atlanta) (770) 590-6602**
- **Region III (Denver) (303) 676-7809**

MGIB

Montgomery G.I. Bill education benefits (Selected Reserve) increased 2.7 percent in FY 97. The new rates:

- **Full-time student (12 or more credit hours) – $203.24 per month for up to 36 months.**
- **Three-quarter student (9-11 hours) – $152.43 per month for up to 48 months.**
- **Half-time student (6-8 hours) – $101.62 per month for up to 72 months.**
- **Less than six credit hours – $50.81 per month for up to 120 months.**

Operation Joint Guard

Reservists offered Rest, Recuperation benefits

If deployed forward for at least 180 days; 15 days' R&R possible

RESERVISTS DEPLOYED FOR THE THIRD rotation (fourth medical rotation) of Operation Joint Guard may qualify for the Department of Defense's Rest and Recuperation Program.

The program resumed Nov. 27, 1996, as R&R II, and benefits soldiers and DoD civilians deployed for 180 days or more to the OJG area of operation (Croatia, Bosnia, Hungary, Serbia, Montenegro and Slovenia).

The program allows a 15-day absence (including travel time). Travel time to and from the R&R location is not charged as leave. Soldiers receive roundtrip space-required air travel at government expense to either Frankfurt, Germany or Philadelphia, Pa.

Once at the R&R deembarkation point, soldiers must make their own travel arrangements and pay any additional transportation costs. ★

Personnel

Promotions delayed for some first lieutenants

DA policy tied to ROPMA requires 1LTs to serve five years in-grade

FOR SOME FIRST LIEUTENANTS, THE long-term benefits of ROPMA are being overshadowed by a delay in their promotions to captain.

That delay, up to one year, is the result of a Department of the Army policy tied to implementation of the Reserve Officer Personnel Management Act, which took effect Oct. 1, 1996.

Under ROPMA, the congressionally-mandated maximum time-in-grade (TIG) requirement for first lieutenants is five years, one year more than pre-ROPMA. Each service can in turn set its own maximum time-in-grade requirement at or below the congressional mandate. Department of the Army elected to use five years. As a result, most Army Reserve first lieutenants expecting promotion in FY 97 during their fourth year time-in-grade must now wait until FY 98 and their fifth year.

Pre-ROPMA required three years time-in-grade as a second lieutenant; under ROPMA, Army Reservists need only two years time-in-grade as a second lieutenant.

The FY 97 Reserve of the Army promotion board considered USAR and National Guard first lieutenants with a date of rank of May 16, 1993, or earlier, the same cutoff date considered by the FY 96 board.

Training

IMAs authorized Annual Training, PDE for FY 97

DIMAs can perform up to 48 drills; fiscal year to end with 8,098 slots

REPROGRAMMED FUNDS WILL BOOST training opportunities in FY 97 for soldiers in valid Individual Mobilization Augmentation positions.

In FY 97 (which ends Sept. 30):

- All IMA positions, including those initially identified as "unfunded," are authorized to perform Annual Training. (Requests for a second AT still require approval by Office of the Chief, Army Reserve.)
- All drilling IMAs are authorized to perform up to 48 drills (an increase from 24).
- All IMAs are authorized to perform Professional Development Education training in addition to Annual Training, not in lieu of AT, as required in past years.

The IMA program finished FY 96 with 10,454 soldiers. By the end of FY 97, the program must be cut to 8,098, and then to 6,198 in FY 98.

Update

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RETIRED PAY To expedite processing of retired pay packets, ARPERCEN has temporarily limited the hours pay analysts can accept telephone inquiries at the Retired Activities Division, (800) 325-8311. The new hours: 8 a.m. to noon (CST), Monday through Friday.

Health issues

Army seeks operational records from Gulf War

'No stone unturned' in search for possible causes of ODSS illnesses

DEPARTMENT OF DEFENSE WANTS ALL information relevant to health problems experienced by veterans of the Persian Gulf War.

Specifically, DoD is looking for operational reports generated during Operations Desert Shield and Desert Storm – daily staff journals, logs, situation reports, spot reports, incident reports, significant activity reports, intelligence reports, memoranda and messages.

DoD needs information on the location, storage, shipment or destruction of such records, either in a soldier's current or former unit.

The U.S. Army has the lead in locating and declassifying all existing operational records which may contain health-related information.

Soldiers with information should contact the U.S. Army Gulf War Declassification Project: **5111 Leesburg Pike, Suite 401, Falls Church, Va. 22041-3206**. The commercial telephone number is **(703) 681-4219**; fax **(703) 681-6556**. GWDP's e-mail address: **pgwrecords@cmh-gwdp.army.mil.**

Active Guard Reserve

Senior full-time officers offered VERP, SSI, SSB

Programs target COLs, some LTCs; AOCs 55, 56, 70 & 74 not eligible

ELIGIBLE FULL-TIME RESERVISTS ARE being offered voluntary early retirement, separation incentives or special separation benefits to help align the senior AGR officer corps with USAR core competencies.

Application deadline is March 14, 1997.

To be eligible for VERP:

• Colonels must have at least 15 years of active federal service as of the date of their requested retirement.

• Lieutenant colonels must have been approved for early retirement under the FY 96 program but retained on AGR status because of insufficient time-in-grade to retire at that grade, or because the officer was in a promotable status.

Eligible lieutenant colonels (based on criteria stated above) and colonels with at least 15 years AFS but less than the three years' TIG required to retire at that grade, may request a TIG waiver of up to 12 months.

Officers approved for VERP can retire as early as May 1, 1997, but no later than Sept. 1, 1997.

To be eligible for VSI/SSB:

• Colonels must possess at least six years but less than 20 years AFS, with the last five years of AFS continuous and immediately preceding separation.

• Lieutenant colonels must have been approved for early retirement under the FY 96 program and retained on AGR status due to insufficient TIG in order to retire in their current grade, or because of promotable status (same as VERP).

Officers accepting VSI/SSB must serve in the Ready Reserve for a specified period. Upon approval of VSI/SSB, officers can elect release from active duty any time between May 1 and Sept. 1, 1997.

Officers who hold an Area of Concentration code of 55, 56, 70 or 74 are ineligible for VERP, SSI or SSB.

New per diem rates

Effective Jan. 1, 1997, the standard rate in the continental United States for lodging, meals and incidental expenses increased to $80 per day. There are also new per diem rates for 497 higher-cost cities.

If a soldier on TDY stays on a military installation and government mess is available, the soldier is reimbursed for the cost of lodging plus $7 for meals (the charge for three meals in a government mess). Soldiers receive a proportional per diem rate when some, but not all, meals are available in a government mess. If the soldier stays on a military installation and no mess is available, the soldier is reimbursed at the local meal rate.

OSR eligible

Reservists deployed to Germany in direct support of Operation Joint Endeavor/Guard are eligible for the Overseas Service Ribbon. The OSR may be awarded without regard to time served in Germany as long as the tour is not recognized by award of another U.S. service or campaign medal. This is a DA-approved, one-time exception to AR 614-30.

Clarification

Legislation signed into law by President Clinton in September allows Reservists to earn up to 75 inactive duty points per retirement year, effective with retirement year end (RYE) dates on or after Sept. 23, 1996.

RFD scholarships

Two-year Reserve Forces Duty ROTC scholarships are allocated to Army Reserve major commands as follows:

63rd RSC	3
70th RSC	3
77th RSC	3
81st RSC	10
88th RSC	7
89th RSC	4
90th RSC	6
94th RSC	4
96th RSC	2
99th RSC	7
7th ARCOM	1
9th ARCOM	3
65th ARCOM	1

Commands must forward application packets to: Commander, U.S. Army Cadet Command, ATTN: Army ROTC Scholarship, Fort Monroe, Va. 23651-5238.

Packets must arrive by March 15.

Commands must ensure a Simultaneous Membership Program slot is available for each scholarship winner.

Total Army

DEPARTMENT OF THE ARMY
UNITED STATES OF AMERICA

UNITED STATES ARMY RESERVE

ARMY NATIONAL GUARD

"Officer" includes warrants, unless noted.

Active

Demographics
(as of Sep 96)

Strength	**491,103**

Percent of total strength that is:

Female	**14.2%**
Minority	**38.8%**
Officer	**14.1%**
Warrant	**2.5%**
Enlisted	**83.4%**

Race – officer

White	**80.1%**
Black	**11.5%**
Hispanic	**3.4%**
Other	**5.0%**

Race – enlisted

White	**57.4%**
Black	**29.9%**
Hispanic	**6.2%**
Other	**6.5%**

Age	Officer	Enlisted
17-20	**0%**	**16.6%**
21-24	**10.6%**	**27.1%**
25-29	**23.6%**	**23.5%**
30-39	**41.4%**	**27.4%**
40&up	**24.4%**	**5.4%**

Education level – officer

B.A.&up	**86.4%**
M.A.	**21.8%**
Ph.D	**1.0%**
Prof. degree	**10.8%**
Other/unknown	**13.6%**

Education level – enlisted

Less than HS/GED	**4.4%**
HS&up	**95.6%**
Some college	**23.2%**
B.A.&up	**3.8%**

Married

Officer	**77%**
Enlisted	**61%**

Percent of marriages in which both spouses are in the military

Officer	**8.5%**
Enlisted	**8.5%**

Soldiers with children

Officer	**52.3%**
Warrant	**74.3%**
Enlisted	**47.9%**

Army Chief of Staff Gen. Dennis J. Reimer

Sergeant Major of the Army SMA Gene McKinney

Message from the Chief

"During the Cold War, America's military strategy was one of deterrence and containment. Today's strategy of global leadership, preventive diplomacy and the promotion of democratic values creates new challenges and opportunities for the Army. On any given day, the Army of this decade has supported America's national interest by committing more than 20,000 active duty and Reserve Component soldiers to operational missions in as many as 75 countries. Today, with the support of the Dayton peace accords in Bosnia, that number has swelled to more than 43,000. ...

The commitment of U.S. Army Reserve, Army National Guard and individual augmentees is a good illustration of proper force structure. Overall force effectiveness is enhanced through activation of essential skills and capabilities primarily residing in the Reserve Component. These citizen-soldiers are providing critically needed skills and making significant contributions to operations in Bosnia and to a multitude of other missions around the world. Their involvement is a compelling case for democracy, professionalism and deference to civilian authority in regions seeking stability, improved quality of life for their citizens and a return to peace."

Major installations (total assigned)	
Fort Bragg, N.C.	**52,177**
Fort Hood, Texas	**48,544**
Fort Campbell, Ky.	**28,915**
Fort Benning, Ga.	**24,771**
Fort Lewis, Wash.	**24,327**
Fort Sill, Okla.	**22,503**
Fort Stewart, Ga.	**19,539**
Fort Knox, Ky.	**19,253**
Fort Carson, Colo.	**18,382**
Fort Jackson, S.C.	**18,316**

Structure

Major commands

Army Materiel Command
Alexandria, Va.
Corps of Engineers
Washington, D.C.
Criminal Investigation Command
Fort Belvoir, Va.
Eighth U.S. Army
Seoul, Korea
Forces Command
Fort McPherson, Ga.
Medical Command
Fort Sam Houston, Texas
Information Systems Command
Fort Huachuca, Ariz.
Intelligence and Security Command
Fort Belvoir, Va.
Military District of Washington
Fort McNair, D.C.
Military Traffic Management Command
Falls Church, Va.
Special Operations Command
Fort Bragg, N.C.
Training and Doctrine Command
Fort Monroe, Va.
U.S. Army Europe and Seventh Army
Heidelberg, Germany
U.S. Army Pacific
Fort Shafter, Hawaii
U.S. Army South
Fort Clayton, Panama

Major units

2nd Infantry Division
Korea
25th Infantry Division
Hawaii
1st Infantry Division (Mechanized)
Germany
3rd Infantry Division (Mech.)
Fort Stewart, Ga.
4th Infantry Division (Mech.)
Fort Hood, Texas
10th Infantry Division (Mountain)
Fort Drum, N.Y.
82nd Airborne Division
Fort Bragg, N.C.
101st Infantry Division (Air Assault)
Fort Campbell, Ky.
1st Cavalry Division
Fort Hood, Texas
1st Armored Division
Germany

"Officer" includes warrants, unless noted.

Reserve

Strength (as of Sep 96)	544,440
TPU	204,182
IMA	10,454
AGR	11,575
IRR	318,229

Selected Reserve (TPU, IMA, AGR)	
Officer	20.4%
Enlisted	79.6%
Male	76.9%
Female	23.1%
White	61.3%
Black	24.8%
Hispanic	7.1%
Other	6.8%

Officer (SelRes)	
Female	23.2%
White	68.5%
Black	22.4%
Hispanic	3.3%

Enlisted (SelRes)	
Female	23.1%
White	56.8%
Black	27.9%
Hispanic	8.0%

Education – officer (SelRes)	
Less than B.A.	14.9%
B.A.	47.8%
M.A.	18.3%
Ph.D or professional degree	12.2%
Unknown	6.8%

Education – enlisted (SelRes)	
Non-HS grad	7.9%
HS grad/equiv	78.2%
2 yrs college	4.9%
B.A.	6.3%
M.A. or higher	1.5%
Unknown	1.2%

Rank – officer (SelRes)	
Lt. – Capt.	47.9%
Maj. – Col.	51.8%
General	.3%

Rank – NCO (SelRes)	
Sgt. – SSgt.	68.6%
SFC	19.9%
MSgt.	9.6%
SGM	1.9%

Percent married (SelRes)	
Officer	80.7%
Enlisted	74.9%

Individual Ready Reserve (IRR)	
Officer	18.7%
Enlisted	81.3%

Chief, Army Reserve
Maj. Gen. Max Baratz

CSM, Army Reserve
CSM John E. Rucynski

Message from the Chief

"America's Army is in the throes of change, taking on new missions, adjusting to smaller budgets, and seeking more efficient, effective ways to train and support soldiers and units. This is not doing more with less; it's doing better.

For the U.S. Army Reserve this has meant tiered resourcing; leaner, flattened command and control structures; realigned personnel management; reengineered base operations and more frequent operational deployments – a new way of doing business.

Transformation of the Army Reserve has not been easy, and managed change is still in our future. The progress we have made is a result of the hard work, understanding and forward thinking by the Army Reserve team – soldiers, civilian employees and family members – who turned the uncertainty of change into increased opportunity for service to the nation.

Today's Army Reserve is, in fact, a much different force, ready and more relevant than at any time since the end of the Cold War. Today's smaller, more focused and better trained Army Reserve is of greater proportional value to America's Army than was our larger force of five years ago."

Major installations

Fort McCoy, Wis.
Fort Hunter-Liggett, Calif.
Parks Reserve Forces Training Area, Calif.
Devens RFTA, Mass.
Fort Pickett, Va. (transfers to the National Guard October 1997)
Fort Dix, N.J. (USAR assumes control October 1997)
Kelly Support Facility, Pa. (USAR assumes control October 1997)

Major units

63rd Regional Support Command
Los Alamitos, Calif.
70th RSC
Fort Lawton, Wash.
77th RSC
Fort Totten, N.Y.
81st RSC
Birmingham, Ala.
88th RSC
Fort Snelling, Minn.
89th RSC
Wichita, Kan.
90th RSC
N. Little Rock, Ark.
94th RSC
Devens RFTA, Mass.
96th RSC
Fort Douglas, Utah
99th RSC
Oakdale, Pa.

7th Army Reserve Command
Heidelberg, Germany
9th ARCOM
Fort DeRussy, Hawaii
65th ARCOM
Fort Buchanan, Puerto Rico

75th Division (Exercise)
Houston, Texas
78th Division (EX)
Edison, N.J.
80th Division (Institutional Training)
Richmond, Va.
84th Division (IT)
Milwaukee, Wis.
85th Division (EX)
Arlington Heights, Ill.
87th Division (EX)
Birmingham, Ala.
91st Division (EX)
Fort Baker, Calif.
95th Division (IT)
Oklahoma City, Okla.
98th Division (IT)
Rochester, N.Y.
100th Division (IT)
Louisville, Ky.
104th Division (IT)
Vancouver, Wash.
108th Division (IT)
Charlotte, N.C.

19th Theater Army Area Command
Des Moines, Iowa
143rd Transportation Command
Orlando, Fla.
244th Aviation Brigade
Fort Sheridan, Ill.
310th TAACOM
Fort Belvoir, Va.
311th Corps Support Command
Los Angeles, Calif.
311th Theater Signal Command
Fort Meade, Md.
335th TSC
East Point, Ga.
377th TAACOM
New Orleans, La.
412th Engineer Command
Vicksburg, Miss.
416th ENCOM
Chicago, Ill

"Officer" includes warrants, unless noted.

Guard

Strength (as of Sep 96)	369,976
TPU	346,931
AGR	23,045

(The National Guard does not have an Individual Ready Reserve or Individual Mobilization Augmentation program)

Demographics (TPU and AGR)

Officer	11.3%
Enlisted	88.7%
Male	91.4%
Female	8.6%
White	74.4%
Black	15.7%
Hispanic	6.8%

Officer

Female	8.3%
White	87.2%
Black	6.6%
Hispanic	3.9%

Enlisted

Female	8.6%
White	72.8%
Black	16.8%
Hispanic	7.1%

Education – officer

Less than B.A.	22.7%
B.A.	58.6%
M.A.	13.4%
Ph.D or professional degree	5.3%

Education – enlisted

Non-HS grad	2.2%
HS grad/equiv	84.3%
2 yrs college	8.2%
B.A.	4.7%
M.A. or higher	.6%

Rank – officer

Lt. – Capt.	66.5%
Maj. – Col.	33.0%
General	.5%

Rank – NCO

Sgt. – SSgt.	80.6%
SFC	13.7%
MSgt.	4.7%
SGM	1.0%

Percent married

Officer	75.0%
Enlisted	53.6%

Inactive National Guard

Strength	5,292
Officer	9.5%
Enlisted	90.5%

Director, Army National Guard
Maj. Gen. William A. Navas Jr.

CSM, Army National Guard
CSM John J. Leonard Jr.

Message from the Director

"The Army National Guard is America's oldest military organization, tracing its heritage to the first militia units organized in the Massachusetts Bay Colony on Dec. 13, 1636.

The National Guard was founded on the tradition that it is both a privilege and a responsibility for able-bodied citizens to bear arms for the common defense of their community and nation.

Today, our federal mission is to maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed. The Army National Guard's state mission is to provide trained and disciplined forces for domestic emergencies or as otherwise required by state law. Our capabilities are embedded in a balance of combat, combat support and combat service support units.

Our vision: 'A relevant force ... missioned across the spectrum of contingencies ... structured and resourced to accomplish its missions ... capable and accessible when called ... with trained citizen-soldiers committed to preserving the timeless traditions and values of service to our nation and communities.'"

Major installations
(based on number of soldiers trained annually)

- Camp Robinson, Ark.
- Camp Roberts, Calif.
- Camp Blanding, Fla.
- Camp Atterbury, Ind.
- Camp Dodge, Iowa
- Camp Grayling, Mich.
- Camp Ripley, Minn.
- Camp Shelby, Miss.
- Camp Mabry, Texas
- Camp W.G. Williams, Utah

Divisions

- **28th Infantry (-)** Pennsylvania (one brigade in Ohio)
- **29th Infantry (Light)(-)** Virginia (one brigade in Md.)
- **34th Infantry** Minnesota (with a brigade each in Iowa and Illinois)
- **35th Infantry (-)** Kansas (with a brigade each in Nebraska and Kentucky)
- **38th Infantry (-)** Indiana (one brigade in Mich.)
- **40th Infantry (Mech.)** California
- **42nd Infantry** New York (with a brigade each in New Jersey and Vermont)
- **49th Armored** Texas

Combat brigades

- **27th Infantry (Light) (Roundout)** New York
- **29th Infantry (Separate)** Hawaii
- **30th Infantry (Mech.) (Separate)** North Carolina
- **32nd Infantry (Mech.) (Separate)** Wisconsin
- **33rd Infantry (Separate)** Illinois
- **39th Infantry (Separate)** Arkansas
- **41st Infantry (Separate)** Oregon
- **45th Infantry (Separate)** Oklahoma
- **48th Infantry (Mech.)(Roundout)** Georgia
- **53rd Infantry (Separate)** Florida
- **81st Infantry (Mech.) (Roundup)** Washington
- **92nd Infantry (Separate)** Puerto Rico
- **218th Infantry (Mech.)(Roundout)** South Carolina
- **256th Infantry (Mech.)(Roundout)** Louisiana
- **30th Armored (Separate)** Tennessee
- **31st Armored (Separate)** Alabama
- **116th Cavalry (Roundout)** Idaho
- **155th Armored (Roundup)** Mississippi
- **163rd Armored (Separate)** Montana

Armored Cavalry

- **278th Armored Cavalry Regiment** Tennessee

Heads up

USAR units take soldiers in a count

Individual replacement soldiers deploying to Bosnia for Operation Joint Endeavor last fall often took a commercial plane to Frankfurt, Germany, a military aircraft or lengthy bus ride to Hungary, and a bus ride of up to 12 hours into Bosnia or Croatia. Between each leg of the trip were briefings, in-processing stops – plenty of opportunities for soldiers to get lost in "the system."

But not with the 324th Personnel Replacement Battalion from Starkville, Miss., and the 813th Replacement Company of Gordo, Ala., in charge.

Using a computerized manifest system developed from Desert Storm lessons learned, the units tracked troop movement during second rotation duties.

Paul Adams

Spc. Terry Butts, 324th Replacement Bn., briefs soldiers in Tuzla.

Unit members also served as bus commanders during troop movements. Each bus carried a sealed box of ammunition to be opened only in case of emergency. Every soldier wore a Kevlar helmet and flak jacket when entering Bosnia or Croatia.

"Even though this was a peacekeeping mission," said 1st Sgt. Buren Windle, "there were certain force protection measures we stressed at all times."

Soldiering

Military olympics a change of pace

Paperwork sometimes rules a drill weekend. But not last September in the New York-based 77th Regional Support Command. Then it was time for hardcore soldiering at the annual NCO Competition, expanded this year to include a junior officer division.

The 301st Area Support Group was the overall winner. Individual winners: Spc. Anthony Reitano, 301st ASG, and 2nd Lt. James Chiariello, 411th Engineer Brigade.

SSgt. Hazel Hughes

SSgts. Vincent Mannion (left) and Kevin James rest after completing the six-mile road march at Fort Dix, N.J.

Conducted at Fort Dix, N.J., the competition began Friday evening with a written test on basic soldier skills. Early Saturday the APFT was taken. SSgt. Keith Forbes of the 301st and Capt. Bill Martin, RSC command group, were high scorers.

Next came weapons firing with the M-16 rifle and 9mm pistol. Top guns were Sgt. Nicholas Ricigiliano, 800th Military Police Brigade, and Capt. Craig Watts, 411th Engineers.

Saturday continued with the Leader's Reaction and Land Navigation courses. The competition concluded Sunday with a six-mile road march in full battle gear.

"This kind of training reinforces what soldiering is all about," said CSM Felix Nater.

Bob Cordes

FOR THE THIRD CONSECUTIVE YEAR, Liberty Torch Runners from the 77th Regional Support Command took first place in the Reserve category at last year's Army 10-Miler in Washington, D.C. Top finisher for the New York-based RSC was SSgt. Steve Mele (pictured above holding the team trophy) with a time of 53:42.

CALT makes a difference

Soldiers from the 426th Civil Affairs Battalion (Foreign Internal Defense/Unconventional Warfare) served extended active duty tours in Cambodia last year helping implement U.S. humanitarian aid programs.

SFC Raymond Ebbets spent over four months in-country as part of the Civil Affairs Liaison Team (CALT). One of his main duties: coordinate the importation of excess U.S. Department of Defense equipment – medical supplies, furniture, books.

"Libraries all over Cambodia had been destroyed or their books burned" by the Khmer Rouge, said Ebbets. "During my tour alone we received over 26 tons of reading material."

SFC Raymond Ebbets

1st Lt. Lucas Pannell with the Vietnamese attache.

SSgt. Robert Mahoney, a policeman in California (home of the 426th), trained the Cambodian security staff at the U.S. embassy

"It's a real success story," said SSgt. James Smith, a CALT member and veteran of Uphold Democracy in Haiti. "The U.S. is doing a great job to help Cambodians get back on their feet."

Heroes

As fate would

have it, the wrong thing happened at the right place. Four medical specialists in the 63rd Regional Support Command were manning a booth last year during Torrance (Calif.) Armed Forces Day activities when two civilian vehicles collided just yards away. "What better place for an accident than in front of a U.S. Army General Hospital," said Lt. Col. Carl Conley Jr., commander of the 349th's HUS (Hospital Unit Surgical) and an eyewitness. Army Reserve Sgts. Karen Bayley and Ernest Hooper, Spc. John Bryson and PFC William Breitweg rushed to the accident scene to provide medical assistance. Later that afternoon, 63rd RSC commander Maj. Gen. Robert Lame awarded the soldiers Army Achievement Medals.

SSgt. James McGehee

Pictured: Maj. Gen. Lame with Spc. Bryson; Sgt. Bayley (inset).

One specially-invited guest

watching Lt. Col. John M. Buttine assume command of the 310th Military Police Battalion last June owed the Army Reservist her life. Buttine, while driving to drill in June 1994 in Brookville, N.Y., saw a car to his front swerve and hit a tree. Buttine stopped and did all he could to help the injured driver, Sonny Fisher. He used Fisher's car phone to call emergency services. Later that day Buttine called the hospital to leave his telephone number in case Fisher needed anything. Fisher's injuries were life-threatening. She spent 16 days in intensive care and suffered serious memory lapse. A year later, Sonny's husband felt it may help his wife's recovery if she talked to Buttine. Having kept Buttine's number in his wallet, Dave Fisher called the Good Samaritan and a meeting was arranged. They've kept in touch since. "It's a special day for me, too," said Sonny of Buttine's change-of-command. "John's my hero, and for me this day is a celebration of life."

SFC Donald Quigley

ROTC attachment A points-only option

By Maj. Bob Thompson

If your Troop Program Unit or Individual Mobilization Augmentation position is eliminated and you end up in the Individual Ready Reserve, one way to stay active and earn retirement points is through attachment to a local college ROTC battalion.

I've been on attachment orders at Louisiana State University Army ROTC since March 1989. You must be on orders issued by the Army Reserve Personnel Center to earn points.

Most of my duties involve preparing, conducting and/or evaluating instruction. Some of the classes I teach: officer and enlisted promotion systems, officer and NCO evaluation reports, Uniform Code of Military Justice and suicide prevention. I also conduct inspections and teach occasional classes at Junior ROTC programs supported by LSU.

Possibly my most important duty is to educate cadets and the active Army cadre about Army Reserve opportunities, our organization and missions. Many active duty soldiers know very little about the USAR.

My ROTC classes are during the day, but some ROTC programs do have night classes. You also can help with leadership labs and field exercises.

As a "no cost" asset to the ROTC battalion, you can negotiate your work schedule to a degree. I meet with the Professor of Military Science (PMS) at the beginning of each semester, then inform my civilian employer of my ROTC duties in a written memorandum. While working for LSU I use a combination of military leave and vacation time, about 25 days per year.

A real plum to attachment is that I receive an annual OER. My rater is the PMS, a lieutenant colonel, my senior rater the Cadet Command brigade commander, a colonel. OERs give promotion boards something to look at, and can be hard to come by in the IRR.

I earn two retirement points for each full day of ROTC duty (one point for each four hours; maximum of two points per day). I document my points on a DA Form 1380, signed by the PMS, which I send to ARPERCEN at the end of each semester. I usually earn about 40 retirement points per year via ROTC.

To become attached ...

First, coordinate with the local university or college ROTC battalion. Generally an interview with the Professor of Military Science (PMS) is required.

Once the ROTC unit agrees to attachment, a DA Form 4651R (*Request for Assignment or Attachment Orders*) must be completed, signed by the PMS, and submitted to the soldier's personnel management team at ARPERCEN.

The personnel center verifies the soldier has a valid physical, proper security clearance, and meets height/weight standards.

Orders usually are issued with an effective day 30 days after ARPERCEN receives the request.

CAUTION: Duty performed before the effective date of the attachment orders does not generate retirement points.

USAR Foreign Exchange Program

One week he's responsible for U.S. Army Corps of Engineers construction projects in the Houston Ship Canal. The next Maj. Mike Morris is in Europe watching a German army live fire exercise.

That metamorphosis was made possible by the Army Reserve's Foreign Exchange Program. Each year the USAR sends 40-50 soldiers, plus one unit, to England or Germany for 17-day active duty tours.

Morris, a chemical team leader in the 75th Division (Exercise), spent two weeks last September with the 320th Engineer Battalion in Lahnstein.

During his tour Morris observed basic training (each battalion trains its own conscripts) and went on a two-night field exercise. For a battle study, he piloted (**right**) a light tactical raft down the Rhine River to the Remagen Bridge, a WWII tactical landmark. In his free time Morris visited Heidelberg.

Application packets for the FY 98 exchange program are due to the U.S. Army Reserve Command by Dec. 31, 1997. Major commands will receive program guidance later this year. Point of contact is Mr. Gene Hinkle, (404) 629-8750.

Making a difference

Operation Joint Guard

SSgt. Kevin Williams, 443rd Civil Affairs Battalion, Warwick, R.I., is in Bosnia as part of Civil Military Cooperation (CIMIC), a largely U.S. Army Reserve undertaking. Williams poses with women who just received humanitarian aid supplies. "CIMIC soldiers are doctors, teachers, professors, engineers," said Admiral T. Joseph Lopez, commander of Implementation Forces from July-November 1996. "They've helped this nation become viable again."

Units mobilized

Third rotation (Units that received mobilization orders as of Jan. 15, 1997; following each unit is the number of soldiers authorized for mobilization)

320th AG Co., Det. 1 (Postal) (16 people)
Cincinnati, Ohio
21st Theater Army Area Command (39)
Fort Benning, Ga.
335th AG Replacement Bn. (45)
Butler, Pa.
310th Trans. Co. (Cargo Transfer) (33)
Reading, Pa.
300th Mobile Public Affairs Det. (18)
Fort Gillem, Ga.
364th MPAD (18)
Fort Snelling, Minn.
50th Military History Det. (3)
Helena, Mont.
841st AG Co. (Postal) (16)
Tulsa, Okla.
312th AG Co. (Postal) (16)
Charlotte, N.C.
316th AG Co. (Postal) (16)
Fort Totten, N.Y.
657th Trans. Det. (Movement Control) (35)
Belleville, Ill.
943rd AG Replacement Co. (35)
Fort Totten, N.Y.
2174 Garrison Support Unit, Det. 5 (110)
Salem, Va.
2125 GSU, Det. 4 (10)
East Point, Ga.
5115 GSU, Det. 3 (63)
Fort Meade, Md.
326th AG Replacement Bn. (24)
Indianapolis, Ind.
855th AG Replacement Co. (19)
Indianapolis
282nd AG Replacement Co. (19)
Indianapolis
222nd Broadcast PAD (8)
Bell, Calif.
213th JAG Det. (4)
Chamblee, Ga.
11th PSYOP Bn. (11)
Washington, D.C.
14th PSYOP Bn. (30)
Mountain View, Calif.
301st PSYOP Co. (5)
San Diego, Calif.
304th Civil Affairs Brigade (5)
Philadelphia
304th PSYOP Co. (27)
Sacramento, Calif.
305th PSYOP Co. (9)
Washington, D.C.
312th PSYOP Co. (16)
Washington, D.C.
353rd CA Command (4)
Bronx, N.Y.
361st CA Brigade (75)
Pensacola, Fla.
404th CA Bn. (19)
Fort Dix, N.J.
411th CA Bn. (10)
Danbury, Conn.
413th CA Bn. (61)
Lubbock, Texas
431st CA Bn. (33)
Little Rock, Ark.
443rd CA Bn. (25)
Warwick, R.I.
478th CA Bn. (23)
Perrine, Fla.
486th CA Bn. (58)
Broken Arrow, Okla.
7th PSYOP Group (4)
Moffett Airfield, Calif.
303rd Rear Area Operations Center (17)
Schwetzingen, Germany
412th Engineer Command (14)
Vicksburg, Miss.
416th ENCOM (14)
Chicago, Ill.
23rd Data Processing Unit (6)
Fort Sheridan, Ill.
35th Signal Bn., Co. A (25)
Yauco, Puerto Rico
35 Signal Bn., Co. B (4)
Aquidilla, P.R.
35 Signal Bn. (3)
Juan Diaz, P.R.
Mobilization and Support Center (44)
Heidelberg, Germany

Fourth medical rotation
4220th U.S. Army Hospital (137)
Rocky Point, N.Y.
388th Med. Supply Dist. Co., Det. 3 (3)
Hays, Kan.
388th Med. Logistics Spt. Co. (5)
Hays, Kan.
1984th U.S. Army Hospital, Det. 3 (4)
Fort Richardson, Alaska
Medical Support Unit – Europe (3)
Heidelberg
Tripler Army Medical Center (15)
Hawaii

DA photo

The Army Reserve has over 1,200 full-time recruiters nationwide (there are no part-time MOS 79R slots).

These dedicated professionals bring young people into the USAR to fill Troop Program Unit vacancies.

As full-time soldiers, Active Guard Reserve (AGR) recruiters receive the same pay and benefits as soldiers on active duty, including housing and subsistence allowances.

Recruiters also receive $375 per month Special Duty Assignment Pay, an expense account, and use of a government vehicle for official duties.

The basic qualifications to become a USAR recruiter:

• Rank of sergeant through sergeant first class.

To apply

For assistance in completing an AGR packet, contact your local Reserve recruiter. For general information on the recruiter program, contact SFC Larry Linsey at the U.S. Army Recruiting Command, Fort Knox, Ky. His telephone numbers:

(800) 223-3735, ext. 6-0216
(502) 626-0216
DSN 536-0216

The U.S. Army Recruiting Command needs the help of commanders and Strength Management Officers in encouraging quality NCOs to become recruiters.

"The support of these leaders is the only way to cultivate the understanding that TPUs are not losing a soldier but making an investment in the readiness of the entire Army Reserve," said Lt. Col. Thomas A. Manning, chief, AGR Management Division, USAREC.

• GT score of 110 (waiverable to 100 if ST is over 100).

• Not a sole parent.

• Age 35 or below (waiverable to 40).

• 13 years or less of Active Federal Service (waiverable).

Upon selection for the program, recruiters attend a six-week Army Recruiter Course at Fort Jackson, S.C. Recruiters then are assigned to one of the five recruiting brigades or 41 recruiting battalions nationwide. Often the soldier gets a choice of assignment locations.

Opportunities for advancement and promotion as an Army Reserve recruiter are above the Army's averages. Selection rates for promotion to sergeant first class range over 80 percent for AGR recruiters, with promotion to staff sergeant over 50 percent. Recruiters also compete for numerous incentive awards which assist in promotions and training.

NCESGR

National Committee for Employer Support of the Guard and Reserve

1555 Wilson Boulevard
Suite 200
Arlington, Va. 22209-2405
(800) 336-4590
(703) 696-1400
DSN 426-1400
ncesgr@ra.osd.mil

The National Committee for Employer Support of the Guard and Reserve conducts an awards program to honor employers who support a strong Reserve Component.

The top award in the program is the prestigious Pro Patria, a Latin expression meaning "for the nation." The recipient is an employer who has demonstrated support of national defense by adopting personnel policies that make it easier for employees to participate in the National Guard and Reserve. Award of the Pro Patria is highly selective; each state may give one award annually.

In addition to the Pro Patria – awarded by the Secretary of Defense – NCESGR sponsors two other awards:

- State Chair's Award – a limited number of these plaque-mounted certificates are presented annually by state-level committees.
- "My Boss is a Patriot" – this certificate, with its Patriot pin, is awarded by the National Committee on behalf of the Department of Defense.

"My Boss is a Patriot"

This certificate of appreciation, with its Patriot pin, is awarded by the National Committee for Employer Support of the Guard and Reserve on behalf of the Department of Defense.

All members of the National Guard and Reserve forces are eligible to nominate their employers for the award.

Once the attached form is completed, fold and tape (or use an envelope) and mail to NCESGR. Be sure to add the proper postage.

If you elect to send a letter instead of the attached nomination form, be sure to include the name of your unit and commander, unit address and telephone number. Individuals who are not unit members must state their Reserve status.

Every nominated employer will receive the certificate of appreciation and lapel pin. Each nominee will be considered by the state, district or territorial committee for higher awards (Pro Patria and State Chair's).

The certificate of appreciation is forwarded to the unit commander in a presentation folder about 30 days after NCESGR receives the nomination form. The commander also receives detailed information on various methods to present the certificate to your employer.

National Committee for Employer Support of the Guard and Reserve
1555 Wilson Boulevard
Suite 200
Arlington, Va. 22209-2405
(800) 336-4590
(703) 696-1400
DSN 426-1400
ncesgr@ra.osd.mil

"My Boss Is A Patriot"
Award Nomination Form

Please print legibly or type all information requested on this form.
We cannot process your nomination without complete information.

This section pertains to your civilian employer, employer-owner or supervisor:

Nominee's Name: _____
(As it should appear on the certificate. Name may be owner, manager, supervisor or company.)

Business/Company Where You Work: _____
(Write out the company's full name)

Street Address: _____

City: _____ State: _____ Zip: _____ Phone: _____
(Include area code)

This section pertains to you, the nominator:

Your Complete Name: _____ Daytime Phone: _____
(Include the area code)

Rank: _____
(Please spell out, don't abbreviate)

Your Component: ARNG USAR USNR USCGR
(Circle One) ANG USMCR USAFR

Home Address: _____

City: _____ State: _____ Zip: _____

This section pertains to your National Guard or Reserve unit:

Your Unit: _____
(Please spell out, don't abbreviate)

Unit Address: _____

Unit City: _____ Unit State: _____ Unit Zip: _____

Commander's Name/Rank: _____ Unit Phone: _____

Turn Over

My Boss: (please check all that apply)

- ❑ Is highly supportive of my Guard or Reserve service--even when I'm called on short notice.
- ❑ Outwardly recognizes me as a special asset because I'm in the Guard or Reserve.
- ❑ Continues my salary while I'm on active duty.
- ❑ Continues company benefits while I am on active duty.
- ❑ Hires someone to fill in for me when I am on annual training duty without penalizing me.
- ❑ Keeps in touch with my family when I am on active duty for more than 30 days.
- ❑ Should be considered for a higher level award.

Your boss may be eligible for additional statewide recognition. In the space below, please take a few moments to explain why your boss is a "patriot." How has the company supported your service in the Guard or Reserve? How has your boss made it easier for you to serve? Use extra paper if needed. Fold and tape this form (or use an envelope) and mail it to the address shown. Please use proper postage.

For more information, phone or write the National Committee's Awards Officer: 1-800-336-4590

From: _____

_____

_____

Affix Proper Postage

Awards Officer
National Committee for Employer Support of the Guard and Reserve
1555 Wilson Boulevard, Suite 200
Arlington, VA 22209-2405

NCESGR Form 10
August 1994. All previous forms are obsolete.

DRILL SERGEANT

The campaign hat of the drill sergeant doesn't fit every soldier. As the primary representative of the Army during the formative weeks of an enlistee's training, a drill sergeant must be a true professional in every sense of the word.

Drill sergeants serve in Troop Program Units within one of seven USAR divisions (institutional training). Drill weekends are used to hone leadership and teaching skills. During Annual Training, the unit conducts Initial Entry Training at an active Army installation.

The basic requirements to become a USAR drill sergeant:

- Minimum three years in service.
- Pay grade of E-5 through E-7.
- GT score of 100 or better.
- No speech impediment.
- No record of disciplinary action taken or time lost during the current enlistment or within the last three years, whichever is longer.
- Able to display outstanding military bearing at all times.
- Demonstrated leadership ability.

Prospects must complete the nine-week active duty Drill Sergeant School or a Reserve DSS consisting of a two-week active duty phase and 12 weekends of Inactive Duty for Training. Upon completion, soldiers receive a supplemental uniform issue.

If interested in becoming a drill sergeant, call:
Northeast Region (98th Div)
(716) 338-7400, ext. 341/218
Southeast (108th Div)
(704) 342-5106/5109
Midwest (84th Div)
(414) 438-6141/6143
East Central (80th Div)
(412) 693-2274
South Central (100th Div)
(502) 454-2941
Southwest (95th Div)
(405) 736-1616/1668
West Coast (104th Div)
(360) 696-3612

Maj. John Guird

Drill Sergeant Creed

I am a Drill Sergeant.

I will assist soldiers in their efforts to become a highly motivated, well disciplined, physically and mentally fit soldier, capable of defeating any enemy on today's modern battlefield.

I will instill pride in all I train, pride in self, in the Army, and in country.

I will insist that each soldier meets and maintains Army standards of military bearing and courtesy, consistent with the highest traditions of the U.S. Army.

I will lead by example, never requiring a soldier to attempt any task I would not do myself.

But first, last and always, I am an American soldier, sworn to defend the Constitution of the United States against all enemies, both foreign and domestic.

I am a Drill Sergeant.

Photo below taken before appurtenance required on AFRM

Sgt. Maurice Denton

Evaluation reports

Make sure your rater knows your successes, because accurate, detailed ratings contribute directly to your future assignments. Help your rater remember your achievements by describing them in detail on the support form or on a separate note.

How your accomplishments are described in a report is extremely important. Glowing, but meaningless, statements from your rater, such as "Outstanding in every way" or "Completes every job assigned," sound great but say nothing specific. "Flawlessly implemented the new standing operating procedures for battalion level maintenance" or "Developed the division leadership reaction course and managed training for 35 squads" are much more impressive to a board.

Your senior rater must describe your potential, where you could best help the Army in the next three to five years. Comments such as "Best among peers" or "Stellar performer" don't make it. Better for a rising master sergeant: "On five separate missions this soldier demonstrated logic expected from a Division CSM – promote now." Or, for a sharp major: "Through sound logic and proven management expertise led a multidiscipline team that prepared an outstanding unit reorganization plan" coupled with "Ready for battalion command now."

A promotion board generally considers the last three years' ratings as the most important, and those over five years old less critical. Ratings received four and five years ago are influential because they give the board a perception of how you are evolving professionally and your potential for increased responsibility.

The most important thing you can do to earn a promotion occurs in the work place and well before the board meets.

Promotion

By Col. Nick Straffon

Congratulations. You just received notice that you're in the zone and your records are going before the next promotion board. Now you enter a flurry of activity to get your board packet ready. It's an exciting time, isn't it? To be totally honest, it's a pain, too.

With the memo you receive a microfiche with most of your records plus some guidance: Update your photo and DA Form 2-1, forward your last efficiency reports.

That means a trip to the clothing sales store, dry cleaners and barber. Sifting through records. Time at a typewriter and microfiche reader (if you can find one).

With packet finally in the mail, the wait begins ... and so do the questions. What's the board really looking for? How important is my photo? What else could I have done to enhance my packet?

Let me explain how a typical promotion board operates. More importantly, let me offer some tips on how to make your packet shine. My focus is on centralized boards, though command-level boards operate much the same.

Photos

Generally the first item board members look at is your photo. Board members want to see a well groomed and physically fit soldier. They expect to see a well-fitting uniform displaying all medals, badges and awards listed on DA Form 2-1 and backed with a copy of the award citation or order in your file.

The official photo takes the place of a personal appearance before the board. The impression your photo makes is critical. Treat the day you get your photo the same as if you were standing before the board being interviewed and scrutinized.

For males, have a conservative haircut. Ensure your mustache meets standard.

Females, ensure your hair is off the shoulders and in a style where you can immediately wear your cover outside. Also, I recommend your fingernail length be short and you not wear fingernail polish.

Remember, your records are appearing before very senior military personnel. They want quality soldiers amongst their ranks just as you want to be associated with professionals.

The process

For boards managed by the U.S. Total Army Personnel Command, the Army Deputy Chief of Staff for Personnel determines promotion eligibility (date of rank) criteria for the calendar year, then the DA Secretariat-Reserve Component (co-located with the Army Reserve Personnel Center) develops the calendar for centralized Army Reserve boards for the year.

The Eligibility and Control Branch at PERSCOM checks the Reserve Data Management System (RDMS) and SIDPERS databases for all soldiers meeting the promotion criteria. This action is accomplished 180-210 days before the board convene date (BCD).

A copy of the Personnel Electronic Records Management System (PERMS) microfiche and a letter of notification are mailed to eligible soldiers 90-120 days prior to the board. The soldier is then responsible for submitting any missing items, to include an official photograph, military and civilian education certificates, awards and evaluation reports. Also, soldiers generally can submit a letter to the board president.

(Even though regulations say a DA photo is good for five years, it's recommended you have an updated photo showing all awards, medals and badges.)

PERSCOM does a final screening of each record, adding authorized documentation sent in by the soldier and any database updates that occurred since the soldier was initially identified. Thirty days prior to the BCD, records are turned over to the DA Secretariat, who prepares packets and publishes the agenda.

sponsibility, military and civilian education, other achievements, and last, but definitely not least, military bearing.

About 60-90 days after the board recesses, the Secretary of the Army approves the board's recommendations. The board then adjourns and the board's results are released. The names of board members and other pertinent information also are made public.

That's how most promotion boards work. Now, what can you do to make your packet stand out?

them accurate and easy to read. Files lacking information, containing conflicting information, or just plain sloppy give a negative perception of you.

The clincher

The last items the board looks at are the most important documents in your file. These are your evaluation reports, and other forms of recognition. Your performance as described in your evaluation reports is the primary basis for selection. Unlike your photo, which you

boards

The board

Each board has a recorder responsible for administrative accuracy. Board members are provided guidance from a memorandum of instruction (MOI) issued by the Secretary of the Army, and administered an oath. Questions or clarifications during board proceedings are addressed and answered within the MOI or sent to PERSCOM for guidance.

All board members except the recorder vote each file. The president of the board has overall responsibility for the proceedings but does not control how members vote.

At its first meeting, the board also receives DCSPER guidance and clarifies criteria for promotion consideration. Voting is by secret ballot.

During the entire process, board members cannot talk with any other board member about any soldier or file, either positively or negatively. Board members vote their conscience and use the same scoring criteria on every file.

Board members are directed to evaluate the "whole person," to include job performance, demonstrated leadership abilities, breadth of experience and re-

The pitfalls

The board only looks at your current photo, official PERMS fiche, updated and signed DA Forms 2-1 and 2A (Personnel Qualification Records), and copies of all documents you or your unit forward to complete your file. That's it. Your future depends on these documents and only these documents.

The board reviews hundreds to several thousand records, depending on the type of board. Each member sets up his or her own procedure for reviewing individual records.

Most board members look at the photo first, then review forms 2-1 and 2A. As with the photo, these documents are an extension of you. The quality of your 2-1 and 2A are your responsibility, not your unit administrator or a secretary. Take the necessary time to make

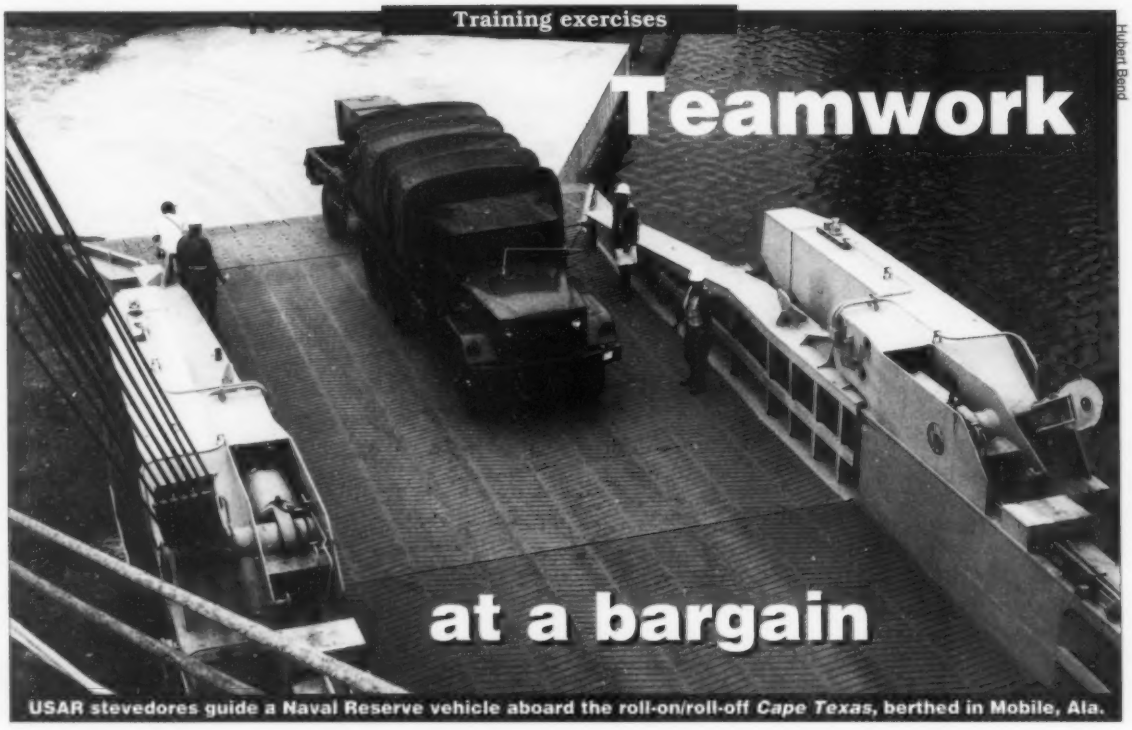
may update, your evaluation reports stay with you for your entire career. You influence your promotion most by doing the best job you can for the USAR.

Your chance for promotion is in your hands much more than you may realize. Think about your worth to your unit and the Army Reserve, then make good things happen. At rating time, ensure your supervisor has specific accomplishments to write about. And, finally, ensure your file is legible and contains accurate information that describes a proud American soldier doing the best job possible for the Army.

About the author

Col. Nick Straffon has served as president of two promotion boards and as a member on over 10 other selection boards during a 27-year military career. He also has over eight years of command time at the company, battalion and brigade levels. He's now an Individual Mobilization Augmentee with the Assistant Secretary of the Army (Research, Development & Acquisition). In civilian life Straffon's an engineer and manager at the U.S. Army Tank-Automotive and Armaments Command, Warren, Mich.

Teamwork at a bargain



Hubert Bond

USAR stevedores guide a Naval Reserve vehicle aboard the roll-on/roll-off *Cape Texas*, berthed in Mobile, Ala.

Story by David Kashimba

It was a noisy, smelly, bumpy drill weekend in September for the 1184th Transportation Terminal Battalion (TTB). And that was good.

The Mobile, Ala.-based unit conducted a port mobilization exercise using the *Cape Texas* roll-on/roll-off ship.

Units from two other Reserve Components also took part.

In previous exercises, the 1184th used parking lots to simulate ship cargo holds. But a parking lot just doesn't look, smell or sound like a sea-going vessel.

"The noise of an actual ship is the big difference," said Lt. Col. W. J. "Happy" Fulford, commander of the 1184th TTB.

Through its higher headquarters, the 1186th Transportation Terminal Brigade in Jacksonville, Fla., the 1184th joined forces with Maritime Administration (MARAD) ships berthed in Mobile.

"This was a great training event that holds promise for expansion," said Col. James P. Collins, deputy commander for mobilization at Military Traffic Management Command Western Area. "Lt. Col. Fulford was able to use the ship for two days for only $1,500."

Units that participated in the *Cape Texas* exercise were the USAR's 375th Transportation Group (Composite) and 498th Transportation Co. (Terminal Service); the National Guard's 326th Area Support Command, and Naval Reserve's Mobile Inshore Undersea Warfare Unit 209.

After months of planning, the exercise began Saturday morning with a mission briefing and classroom instruction. In the afternoon, units toured the *Cape Texas*.

On Sunday morning units convoyed to the site at 20-minute intervals to avoid traffic congestion. Once at the port, vehicles were turned over to USAR stevedores.

"From that point on participating soldiers became students and their vehicles became cargo," Fulford said.

Student-soldiers rotated between classes on staging area operations, documentation, call-forward procedures, and supervision of cargo loading and stowage.

On D deck, stevedores from the 498th demonstrated vehicle lashing techniques.

In all, approximately 240 soldiers were trained and 50 vehicles loaded aboard the *Cape Texas*.

"The exercise provided realistic port mobilization and operations training at a low cost," said Fulford.

ORE

Like most units during Annual Training, the 211th Military Intelligence Company practiced skills for its wartime mission. But for 30 hours at Fort Dix, N.J., this Bronx, N.Y.-based unit conducted the most intensive and realistic training it received all year, thanks to an ORE.

Operational Readiness Evaluation is a mini-exercise or war game. A unit is given real-life scenarios developed from its wartime missions.

An evaluator team from First U.S. Army graded the 211th on its ability to move a convoy properly through enemy territory, secure a perimeter for a base camp, operate in an NBC environment, evaluate intelligence through interviews and role playing, among other tasks.

"It's my first time seeing what could happen if we were mobilized," said Spc. Brent R. Perkins.

Company commander Maj. Gary G. Conlon requested the ORE.

"We took the challenge because it gave the unit a goal to shoot for," explained Conlon. "I believe clear goals help improve overall performance and unit cohesiveness."

Retiree issues

The mailing address for retirees to request awards or ID cards:

ARPERCEN
ATTN: ARPC-SFE
9700 Page Avenue
St. Louis, Mo. 63132-5200

For corrections of military records, use attention line ARPC-SFA-A.

To request an Army Discharge Review Board, the attention line is ARPC-SFA-D.

For copies of documents from the retiree's personnel file:

National Personnel Records Center
National Archives and Records Administration
ATTN: NCPMA-T
9700 Page Avenue
St. Louis, Mo. 63132-5100

NARA also processes requests for information on discharged or deceased military personnel (attention line NCPMA-C).

Olympics award

Soldiers who directly supported the 1996 Summer Olympics may qualify for the Joint Meritorious Unit Award.

Reservists assigned or attached by orders to Joint Task Force Olympics for 30 days or more between Oct. 2, 1995, and Sept. 30, 1996, are eligible.

Local commanders may waive the 30-day rule if the Reservist's contributions were significant.

More than 13,000 active duty, Reserve and National Guard soldiers supported the Olympic and Paralympic Games in Atlanta, Ga., and other competition cities.

Dental X-rays

Duplicate dental panographic X-rays are no longer required for deploying soldiers.

The Army is moving toward using DNA specimens for remains identification. DNA specimens are collected at mobilization stations. (The Army Reserve is developing a DNA collection plan for all USAR soldiers).

One panograph is still required in each soldier's dental records.

Retired Reserve or discharge?

By SFC Dorothy F. Young

Two 45-year-old soldiers of the same rank receive 20-year letters stating they're eligible for retired pay at age 60. One elects discharge, the other Retired Reserve.

What's the difference?

Let's start with definitions:

• **Discharge** – a complete separation from military service. Discharged soldiers cannot be recalled to active duty, even with full mobilization. A discharge does not affect eligibility for retired pay at age 60 if the soldier is eligible for retired pay at the time of separation.

• **Retired Reserve** – soldiers are subject to involuntary recall to active duty in the event of a full mobilization. Time served in the Retired Reserve is considered nonqualifying time, and is only good for longevity pay purposes. Retirement points are not earned while assigned to the Retired Reserve, but can be earned if recalled to active duty.

Assignment to the Retired Reserve is not automatic. Soldiers not requesting assignment to the Retired Reserve are discharged.

"Gray area" retirees, those in the Retired Reserve, have many of the same benefits as soldiers on active Reserve status. For example, soldiers in the Retired Reserve can use the commissary, PX and space available travel on military aircraft. Soldiers discharged cannot use these services. Soldiers in the Retired Reserve are issued an ID card; discharged retirees are not.

Soldiers in the Retired Reserve will receive a larger retirement check at age 60 than those discharged. (Retired Reservists continue to accrue service time for pay, up to the maximum of 26 years.) For discharged soldiers, all service time stops upon discharge.

For example, using the pay scale effective Jan. 1, 1997, an E-7 who transferred to the Retired Reserve with 22 years service and 4,000 retirement points would receive $776 in monthly retired pay. An E-7 with the same point total who elected discharge at 22 years of service would receive $692 per month in retired pay.

While pay is different, all other retiree benefits are the same at age 60.

For more details, consult ARPERCEN Pamphlet 135-2, *Handbook on Retirement Services for Army Reserve Component Personnel and Their Families*, dated 1996. For a copy, write:

U.S. Army Reserve Personnel Center
ATTN: SFR-S (Mr. Jennings)
9700 Page Avenue
St. Louis, Mo. 63132-5200

CGSOC graduates

Army Reserve graduates of the 1996 Command and General Staff Officer Course – RC (Term 1 of the resident course at Fort Leavenworth, Kan.):

Majors **Sakena Belal, Priscilla A. Berry, John R. Biggs, Timothy L. Brown, Charley C. Bryant III, Richard F. Burroughs, Norman L. Cotton, Michael Curry, Edwin C. Domingo, Kevin J. Finnegan, Eric R. Fox, George L. Hargreaves, Cornelius K. Hetherington;**

Mark N. Hogan, Etta L. Johnson, Garland M. Knott Jr., David E. LeBlanc, James M. McNamara Jr., Gary A. Morris, Cynthia A. O'Connell, Willie C. Pratt, Bienvenido Rivera, Michael J. Shafer, Susan K. Springman, Victoria B. Swank, Stuart G. Taylor Jr. and Scott W. Tronnier.

95th soldiers earn EIB

Ten soldiers from the 95th Division (Institutional Training) earned the Expert Infantry Badge last fall at Fort Campbell, Ky.

They are: Capt. Edward C. McFadden; 1st. Sgts. Robert D. Carr, Wesley Welch and Paul Casas Jr.; MSgt. Richard S. Estorga; SFCs Julius M. Anderson, Terry T. Frazier, James F. Marsh and Dominic J. Donajkowski; and SSgt. Randell C. White.

Historically, only about 20 percent of those testing Armywide earn the badge.

EIB events include weapons firing, 12-mile road march and proficiency in over 35 infantry skills.

Retiree pay packets get added attention

ARPERCEN has taken another step to ensure retirees are paid their first check on time.

Retirement packets now are mailed 12 months prior to a retiree reaching age 60, not six months as previously done. That allows ample time for corrections and clarifications.

Also, processing time for properly completed packets has been cut from 180 to 90 days. That's the result of an intense effort by an augmented staff at the Army Reserve Personnel Center to reduce a backlog.

"Even with these improvements, retirees still should return packets as soon as possible," said Lt. Col. Lynne Derie, chief of the Retired Activities Division at ARPERCEN. "We process packets in the order received."

Customer service hours for telephone inquires at the Retired Activities Division are Monday-Friday, 8 a.m. to noon (Central Standard Time), (800) 325-8311 or (314) 538-5071. The DSN telephone number is 892-5071.

"I know how retirees feel," Derie added. "They served their time and expect to be paid on time – at age 60. Our job is to deliver, and I'm proud to say we're doing a much better job today."

Clarification on active duty pay settlements

With recent restructuring at ARPERCEN, there may be some confusion in the field as to where pay packets are sent for Reservists on active duty tours.

The guidelines:

• If the duty is performed on an active duty installation, IRR and IMA soldiers must have their pay processed by the on-site finance office, regardless of tour length. TPU soldiers are paid by the local finance office only if on active duty for over 30 days. If the tour is less than 30 days, TPU soldiers file pay packets with unit administrators.

• Individual Ready Reservists or Individual Mobilization Augmentees performing active duty in locations without a finance office – for example, at a Reserve training center such as Fort Hunter-Liggett, Calif. – must send pay packets to:

Army Reserve Personnel Center
ATTN: ARPC-RMP
9700 Page Avenue
St. Louis, Mo. 63132-5200

• TPU soldiers on active duty at a location with no finance office must process pay packets through unit administrators.

TPU soldiers on active duty tours at ARPERCEN for over 30 days process pay packets at the ARPERCEN Reserve Pay office.

IRR, IMA travel claims go to Indianapolis

Individual Ready Reservists and Individual Mobilization Augmentees must send travel settlements to the Defense Finance and Accounting Service in **Indianapolis,** not St. Louis, effective June 1, 1996. The address:

DFAS-Indianapolis Center
Directorate for Network Operation
Department 3262
8899 E. 56th St.
Indianapolis, Ind. 46249-3714

The telephone number at DFAS-Indianapolis for IRR and IMA inquiries is tollfree (888) 332-7366 or commercial (317) 542-4509.

Troop Program Unit soldiers must submit travel settlements to unit administrators. TPU soldiers may call DFAS-Indianapolis to check the status of a travel claim by calling the numbers listed above.

Payment of travel settlements usually takes six to eight weeks.

OJG travel settlements

Soldiers returning from Operation Joint Guard can get help on travel reimbursements or settlement voucher pay problems by calling (317) 542-2206/2220. That's OJG Customer Service at the Defense Finance and Accounting Service, Indianapolis.

A four-member mobile travel team also visits demobilization sites to provide assistance.

Most OJG settlements are complicated because of numerous stops a soldier makes during redeployment, the soldier's use of multiple currencies and exchange rates, and the many and changing OJG entitlements.

The e-mail address for OJG Customer Service:

j1brown@cleveland.dfas.mil

Pay stays in RC system

A Desert Storm lesson learned is keeping Reserve pay in-house.

Mobilized Reservists are paid by the Defense Joint Military Pay System-RC, not the active component system. That's beneficial to Reservists for many reasons:

• DJMS-RC reduces the chances of overpaying Reservists, a major problem during Desert Storm. Also, Reserve pay is easier to track on DJMS-RC.

• Reservists receive pay faster, within eight to 10 days in most cases, vs. 45-60 days after mobilization if on the AC system.

• Similar to the AC system, DJMS-RC pays mobilized Reservists mid-month and end-of-month. DJMS-RC also pays for any drills or duty performed (AT, ADT, ADSW) prior to mobilization, or bonuses due while serving on active duty.

• Leave and Earnings Statements are sent to a local address and to the soldier's duty location.

• Only one W-2 form is issued for the entire tax year.

3d MEDCOM has unique AC/RC mix

In December, an Army Reservist took command of a former active Army unit. Even as an Army Reserve asset, the unit will retain a large number of early-deploying active duty personnel.

Maj. Gen. Ralph L. Haynes is now at the helm of the 3d Medical Command (Provisional), a unit that deployed for Desert Storm under active Army leadership.

The 3d MEDCOM, with headquarters in Decatur, Ga., became a provisional USAR asset in June 1996, and is now "ramping up" to its authorized strength of 226. That total includes 29 Active Component slots, 27 full-time Reserve positions and 159 Troop Program Unit soldiers.

"It's a unique blend of AC/RC, especially in such high numbers," said Col. Juan M. Garcia, an AC officer and former commander, and now deputy commander.

The wartime mission of 3d MEDCOM is to provide command and control of all Echelons Above Corps (EAC) medical units in-theater. It's the Army's only deployable medical command, with a predominant war trace to Third U.S. Army/U.S. Army Forces Central Command (ARCENT).

In June 1997 the unit drops its provisional status. ★

GOLDEN CARGO

Over 126 units from 38 states took part in Golden Cargo 96, a massive logistics exercise involving all components of the Army – active, Reserve and National Guard – under command & control of the USAR's 13th Theater Army Area Command (CA). Units transported 23,000 tons and rewarehoused 50,000 tons of war stock while traveling between or working at several army depots and an ammunition plant in the Midwest. Military police and soldier support units also took part. In all, units logged over one million miles. Pictured above, an Army Reservist ensures 500-pound explosives are properly loaded on a flatbed.

Roundup

561st Support Group

Reservists made a big impression at this year's Nebraska State Fair, manning a football field-sized equipment display.

Ordnance, quartermaster, transportation, military police and other support units took part. Display equipment included trucks, forklifts, HMMWVs, a kitchen trailer, field shower and field laundry.

Each day at noon a USAR color guard led an equipment parade through fair grounds.

During the 10-day fair in Lincoln, soldiers handed out bags of 89th Regional Support Command promotional items – yo-yos, Frisbees, rulers, balloons. Over 250 recruiting referrals were gathered.

"To set this up we coordinated with nearly every USAR unit in Nebraska," said Capt. John Leahy, 530th Military Police Battalion and event OIC. "It's been a fun and productive exercise."

HHC, 11th PSYOP Battalion

This Washington, D.C.-based unit conducted an amphibious insertion at Fort Story, Va., during a summer field training exercise.

"This is what being in the Army is all about," said Cpl. Pablo Mitchell of the S-2 section. "This is the kind of training I really look forward to."

Soldiers hit the beach aboard LARC-60s (amphibious cargo carriers), then conducted route and point reconnaissance missions inland against an opposing force. The two forces (the company was divided into platoons) switched roles for a second assault.

Other training that weekend focused on Special Operations Forces validation and Common Tasks.

412th Engineer Command

Reservists from this Vicksburg, Miss., unit made an impression on Korean and Latin America engineers this year.

In August, 412th engineers traveled to Asia for Ulchi Focus Lens 96. Reservists conducted reconnaissance missions of real-world engineering projects and took part in training exercises.

"This year's UFL brought the largest concentration of Reserve engineers into the country since the Korean War," said Maj. Gen. Bill Hobgood, 412th commander.

In September, the 412th hosted civilian and military engineers from 14 Latin American countries in Vicksburg for a three-day "Engineers in Support of Democracy" conference, co-sponsored by the U.S. Southern Command and Army Corps of Engineers.

952nd Engineer Company

During annual training, this Texas unit made history as the first Army engineers to use laser-guided survey and leveling equipment on a real-world mission, repairing Arrowhead Airfield at Fort Chaffee, Ark.

The new technology saves time, money and reduces human error. On some pieces of equipment the laser automatically controls hydraulics. On other machinery, operators respond to an "on the mark" beep. ★

Former Defense Secretary William J. Perry, left, presents a numbered Civil War print to Schneider National president Don Schneider.

Wisconsin firm lauded

Former Secretary of Defense William J. Perry recognized a Wisconsin-based transportation company for outstanding support as an employer of National Guard and Reserve members.

Schneider National, based in Green Bay, received the first national "Employer Support Freedom Award" Nov. 4 at a Pentagon ceremony.

"This award was established to recognize sacrifices made by employers and to honor those companies who have gone the extra mile to support our Reservists and their families," said Perry.

The award is sponsored by the National Committee for Employer Support of the Guard and Reserve (NCESGR), which has 55 state-level committees.

Schneider National assigns a company sponsor to families of deployed service members. If the employee deploys for at least six months, the company provides a benefits package that includes medical, dental, vision and life insurance. Family members also can use company telephones to call deployed employees at no cost.

> **"Our associates in the National Guard and Reserve make a tremendous sacrifice during times of national need. We as a company will do everything possible to support these associates and their families."**
>
> **Don Schneider**
> **President, Schneider National**

Of the 15,000 workers at Schneider, over 1,000 serve in the National Guard or Reserve.

"The military is an excellent training ground for building discipline," said Don Schneider, president of Schneider National. "Discipline is something all of us in logistics must have to get our jobs done."

NCESGR also honored four regional winners:

- United Parcel Service, Central Florida District, Orlando, Fla.
- McDonnell-Douglas Corporation, St. Louis, Mo.
- Tektronix Inc., Wilsonville, Ore.
- National Life, an insurance company in Montpelier, Vt.

People

Montgomery is USAR's retention NCO of the year

Now working on her fifth MOS, SFC **June Montgomery** is a prime example of hard work paying off. Named FY 96 Retention NCO of the Year (representing the 81st Regional Support Group), Montgomery recently lost her 79D slot to downsizing. No sweat. She's back in school to become an automated logistics specialist with the 171st Corps Support Group, Garner, S.C. "I loved it," said Montgomery of her two-year stint as a retention NCO. "It's a job where you can really touch soldiers' lives." Her advice to leaders: "Soldiers may blame job conflicts for getting out, but that's usually not it. Listen to soldiers, show them you care, and get them answers."

Montgomery recently earned a bachelor's degree with help of the Montgomery G.I. Bill

Reservist takes second at tennis championship

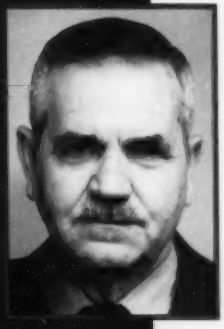
Maj. **Glen A. Andersen** of the 7th U.S. Army Reserve Command, Germany, placed second in last year's Armed Forces Individual Tennis Championship (senior's division) at Fort Eustis, Va. "During the trials, it's kind of dog-eat-dog," he said. "But once the All-Army team is established, there's quite a bit of camaraderie." Army won the interservice team competition as well. Andersen began playing tennis at age 13 in his home state of Nebraska. He won last year's U.S. Armed Forces Europe seniors championship, even with limited practice time during a first rotation call-up for Operation Joint Endeavor.

As a civilian, Andersen is a management analyst for the 3rd Corps Support Command.

Meeks is the 10th recipient (third Army Reservist) of the Holcombe award. The WOA represents both active and Reserve warrants.

Full timer named Army's best warrant officer

A Fort McCoy, Wis., instructor is the 1996 U.S. Army Warrant Officers Association soldier of the year. CWO4 **Franklin D. Meeks**, of the Readiness Training Center, received the Holcombe Memorial Award at the annual WOA meeting in Fort Rucker, Ala. "I equate this honor as ranking up there with being promoted to CWO5," said Meeks, a logistics specialist and full-time Reservist since 1985. "Chief Meeks has the total respect of the military and civilian personnel he works with," said CWO4 Michael Sacia, vice president of the McCoy WOA chapter. "He's a true mentor."



Belarusian jump wings just part of the job

When MSgt. **Ron Thomas** accompanied Russian military policemen on security patrols in Bosnia last summer, he felt a special kinship with his foreign comrades-in-arms. Thomas the year before earned the Belarusa Parachute Instructor Badge, the first U.S. Army Reservist to do so, according to Belarusian 103rd Airborne Division records. Thomas earned the badge by completing ground school and making a static line jump from 3,000 feet. An Individual Mobilization Augmentee with the U.S. Army Special Operations Command, Thomas has 480 parachute jumps during a 27-year military career. He also tests Lady Luck in civilian life as a "floor man" in a Las Vegas casino.

Thomas, a Vietnam veteran, is a military intelligence specialist.

Mobilization lessons learned

Advice from members of the 337th Combat Support Hospital, Fort Benjamin Harrison, Ind. About 15 unit members returned in August from OJE after four months working as backfill in Germany and Belgium.

Things to bring

- Enough cash for one month (about $500).
- Automatic Teller Machine (ATM) card (usable in Europe for both U.S. and local currency).
- Several personal checks and business checks (if appropriate). The information on preprinted personal checks may help resolve direct deposit issues.
- Written list of Personal Identification Numbers (PIN) for your credit cards/ATM/telephone card (in case you forget them).
- Traveler's checks.
- Telephone calling card.
- Deposit or withdrawal slips for savings/checking accounts.
- Copy of your last officer or NCO evaluation report (OER/NCOER) and support form.
- Driver's license.
- Personal copy of your medical/immunization records.
- Professional credentials packet (if appropriate).
- U.S. postage stamps.
- Wide range of civilian clothes.
- One month of personal hygiene products.
- Electrical transformer/converter (110 to 220 volts) with assortment of international electric plug adapters.
- Copies of family's I.D. cards/marriage license.
- Stateside unit telephone numbers and drill dates.
- Portable AM/FM radio with ear plug.
- Flashlight.
- Portable tape recorder for sending/receiving audio tapes from home.
- Copy of last Leave and Earnings Statement (LES) and DD214.
- Favorite e-mail addresses (you can often get access to a computer).

Things to do

- Sign up for a low-cost telephone calling plan as soon as you arrive at your overseas duty station.
- Get a U.S. Army Europe driver's license and military vehicle driver's license as soon as possible.
- Prepack what you don't need right away and have your unit ship it later.
- Keep a copy of all paperwork, especially orders and any pay-related correspondence.

PFC Sascha Haaf grabs a handful of ammunition to fill his count board.

Making each day count

By Paul Adams

Soldiers in the 450th Ordnance Company say yes to brass and ammo checks.

The Reservists account for the ammunition of units redeploying from the Bosnia-Croatia theater.

"One day it's the lull before the storm," said Sgt. Ernest Frazier, ammo specialist. "The next day we get a hundred thousand rounds delivered and work 12-hour shifts."

The 54 soldiers from this Aiken, S.C., unit work in Kaposvar, Hungary, counting and packaging unexpended rounds of .50 caliber and below. The munitions later are taken to an ammunition supply point for redistribution.

"We had this mission for Desert Storm and during a deployment to Meiseau Army Depot in Germany," said Sgt. Kenneth Oakman. "It's a job we do extremely well."

During its first three months in Hungary, the unit accepted 1.9 million rounds of ammunition.

"Some days we worked from 0800 to 0300 the next morning," said Oakman.

"You can't get this kind of experience anywhere else," noted Spc. Miriam McFadden, a unit member for six years. "It's turned us into one big family."

MAILCALL

Who gets Army Reserve Magazine?
It's mailed to the home address of all soldiers in the Ready Reserve (Troop Program Units, Individual Ready Reserve, Individual Mobilization Augmentees and Active Guard Reserve). Retirees must subscribe (details, p. 4).

My boss wants IDT orders for drills.

MY EMPLOYER WANTS ME TO supply him with orders for weekend drills. Please correct me if I am wrong, but the USAR only publishes orders for Annual Training, not drill. I've tried explaining this to my employer without luck. I've given my company a copy of the unit training schedule which indicates drill dates. What else can I do?

SFC Armand Johnston
Brooklyn, N.Y.

You're right – units do not publish orders for inactive duty training (IDT). Most units do publish annual, quarterly and monthly training schedules. Providing these to employers assists their planning, which you've done. The Uniformed Services Employment and Reemployment Rights Act (USERRA), Public Law 103-353, Section 4312(a)(1), effective Dec. 12, 1994, requires a soldier provide only "advance written or verbal notice." To avoid misunderstandings, it's recommended that written notice be given as far in advance as possible (keep a copy of that notification in case questions arise later). Employer problems not resolved by a soldier's chain-of-command should be referred to the National Committee for Employer Support of the Guard and Reserve, (800) 336-4590.

No luck in fixing retirement points.

I'M WRITING IN REFERENCE TO the articles on retirement points (Summer and Fall 1996). The number listed to request a copy of a soldier's retirement points is bogus – (800) 325-8311. No one answers the phone! The article also stated a four- to six-month wait after a 249-1-R correction form has been submitted. For the past three years I've submitted corrections and never received a follow-up statement. Nor have I been provided a yearly statement.

SFC Christine E. Goetz
Navesink, N.J.

ARPERCEN's Retired Activities Division responds: "The toll-free number, (800) 325-8311, is operational. It's set up so that a continuous ring means all lines are busy. Callers have the option of using commercial numbers to inquire about retirement points. The numbers are (314) 538-5010 or 5011, 5012, 5014, 5015, 5016, 5017, 5019 or 5020. Collect calls are not accepted.

Effective Aug. 1, 1996, ARPC Form 249-1-R is not accepted to correct retirement points from TPUs. Corrections must be submitted via the Center Level Application System (CLAS). See your unit administrator. Annual statements are mailed to the unit of assignment.

Lastly, there was an announced period when no 249s (annual statements) were mailed to allow us time to crossover to the new Total Army Personnel Database."

Are promotions possible in DUICs?

WHILE MOBILIZED FOR OPERATION Joint Endeavor, I learned that qualified members of Derivative Unit Identification Code (DUIC) units cannot be promoted until released from active duty, unlike soldiers assigned to Troop Program Units who can be promoted while on active duty. What's the rationale?

Lt. Col. Carl A. Pfeiffer
Staten Island, N.Y.

In a memorandum from the Chief, Army Reserve, dated July 10, 1996, all USAR officers mobilized for OJE will be promoted on their eligibility date if they occupy a valid position in the higher grade. This includes promotion of soldiers assigned to DUICs (units temporarily created to fill specific mission needs). Promotion of DUIC soldiers is the responsibility of the U.S. Army Reserve Command (USARC), not the Army Reserve Personnel Center (ARPERCEN).

Officers deserve CAS3 compensation.

I'M AN IMA OFFICER ENROLLED in Phase IIA of the Combined Arms and Services Staff School. Completion of CAS3 is mandatory for promotion to major. I'm required to attend classes one weekend per month for the next eight months, but I'm not paid for my time and efforts. I'm appalled the Army can impose such a requirement with no monetary compensation. Is this legal?

Capt. Mary Brokenborough
Sterling, Va.

Lt. Col. Richard Scott, OCAR Personnel Division, responds: "As the CAS3 requirement violates no law, however unpleasant it may seem, it is legal. Efforts are under way to eliminate the CAS3 requirement for promotion to major. But your concern centers more on compensation. In time of reduced resources, there simply is not enough money to pay officers for the Inactive Duty Training requirement of CAS3. (Nor does the Army compensate officers for the many hours spent completing the Command and General Staff Officer Course by correspondence, or the Army War College Corresponding Studies Course, which takes two years to complete.) On the bright side for Individual Mobilization Augmentees, the Army now funds the two-week active duty requirement for CAS3 in addition to annual training (previously IMAs attended the CAS3 active duty phase in lieu of AT). Keep in mind, while there is no monetary compensation for the inactive duty portion of CAS3, you do gain enhanced skills and earn retirement points."

MAILCALL

"The 311th Corps Support Command (Los Angeles, Calif.) was not listed as a second rotation unit (OJE) in your Summer 1996 issue. We had 57 soldiers deployed in Taszar and Kaposvar, Hungary, and Slavinski Brod, Croatia, plus 12 soldiers in the 7th Corps Support Group." **Maj. Theresa J. Olson**

Can I use military hotels in Germany?

IN YOUR SUMMER ISSUE YOU noted that Reservists are eligible to use Armed Forces Recreation Center hotels in Germany. Can you tell me which ones? Previously, those AFRC facilities were open only to active duty personnel stationed in Germany. How do I contact the AFRC hotels I can use?

Col. Peter G. Drower
Tunkhannock, Pa.

Due to the Status of Forces Agreement, Reservists can only use the AFRC hotels in Germany (Garmisch and Chiemsee) if assigned to, or on orders to, U.S. Army Europe/European Command. For reservations, call Garmisch at 011-49-8821-79081 or Chiemsee at 011-49-8051-803 172.

Reservists and their families are allowed to stay at AFRC hotels in Orlando (Fla.), Hawaii and Korea at any time.

To make reservations:

Shades of Green
P.O. Box 22789
Lake Buena Vista, Fla. 32830-2789
(407) 824-3600

Hale Koa Hotel
2055 Kalia Road
Honolulu, Hawaii 96815-1998
(808) 955-0555

Dragon Hill Lodge (Seoul, Korea)
Unit 15335
APO AP 96205-0427
Tel. 011-82-2-790-0016

Any points limit by correspondence?

I'M IN A TROOP PROGRAM UNIT. Because of commitments with my civilian job, I will soon transfer to the Individual Mobilization Augmentation program or the Individual Ready Reserve. I have two questions: 1) If I cannot schedule Annual Training, is it possible to complete 35 points entirely through correspondence courses? In other words, can I complete a good year (50 points) with 15 points annual membership and 35 points correspondence? 2) Where can I get info on correspondence courses?

Maj. David R. Frick
Newhall, Calif.

It is possible to earn enough retirement points for a good year taking only correspondence courses. You earn one retirement point for every three hours of completed correspondence work, i.e., to earn 35 points, you must complete 105 hours. Be sure to allow the school adequate time to grade your work and post the results before your retirement year end (RYE) date. Keep in mind, continuous "good" years of only correspondence courses may hurt promotions, in that no evaluation reports are generated.

Once transferred to the IRR or IMA, you'll be assigned to a personnel management team based on where you live. This team will help you select correspondence courses and make career decisions. To find out who your personnel manager is, call (800) 325-4387.

What awards are given for OJE?

MY UNIT WAS ACTIVATED FOR Operation Joint Endeavor, serving in Germany as backfill. Are we entitled to any medals or ribbons? At our outbriefing we were told Department of the Army was working on a Bosnian campaign medal or ribbon. Any information on that?

CWO2 Richard V. Pangburn
Ashburn, Va.

As of Jan. 10, 1997, Reservists mobilized for OJE are eligible for:

- **Armed Forces Reserve Medal** *(with "M" appurtenance).*
- **Overseas Service Ribbon** – *The Deputy Chief of Staff for Personnel authorized, as a one-time exception, award of short-tour credit for soldiers of all components deployed on temporary duty (TDY) or temporary change of station (TCS) to Germany (versus the Bosnia theater of operations), if in direct support of OJE. The OSR may be awarded without regard to the time served in Germany, as long as the overseas service is not recognized with another U.S. service or campaign medal.*
- **Army Reserve Components Overseas Training Ribbon** – *Awarded for completion of Annual Training or active duty for training for a period not less than 10 consecutive duty days on foreign soil.*
- *There is no pending action to create a Bosnian campaign medal or ribbon.*

Are points given for referrals?

I HAVE A FEW FRIENDS AND co-workers that are ex-military and I would like to refer them to the Army Reserve. Am I eligible for retirement points if I do that and enlist anyone?

Sgt. Milind V. Shirke
Columbus, Ga.

No points are given for referrals alone. Points are awarded if the referral enlists into a TPU and acknowledges who made the referral. The soldier making the referral may be in a TPU or the IRR, but may not be assigned to official recruiting duty at the time of the referral. AR 140-185, Table 2-1, awards one point for each referral who enlists.

We want to hear from you. Write Army Reserve Magazine, Attn: Mailcall, 1815 North Fort Myer Drive, Suite 204, Arlington, VA 22209-1805. We can't print every letter, but we'll try to present a cross-section of views, opinions and questions of general interest. Your letter may be edited to conserve space.

"In light of the increased responsibilities given to warrant officers, I wonder why the Combined Arms and Services Staff School (CAS3) and Command and General Staff Officer Course (CGSOC) are not open to warrants who serve, have served or may serve in command and staff positions. Many warrants like myself would like to increase their potential to the Army by attending these courses."

CWO4 Val M. Mertens Chicago, Ill.

Leadership counts

In response to the Chief, Army Reserve's message on retention (Summer 1996), I'm reminded of ...

A young captain in Texas who appeared to thoroughly and sincerely enjoy every minute he spent with his company in the role of commander ... instructor ... chorus director ... subtle, respectful leader ... entertaining, cheerful friend. He didn't have the world on his shoulders, he had the world to give, joyfully, with laughter, encouraging us by his example to share that joy with all we would meet that day. ...

I do not remember the captain's name, only his unforgettable example. I am no longer in the Army but I carry the image of this man's enthusiasm with me wherever I go.

Contagious. Priceless. Yes, leadership permeates all we do.

Faithanne Lawrence
Lakewood, N.J.

Share the blame

I wish to know if SFC Matthew Dubois read Maj. Gen. Max Baratz's "Retention – a way of life" editorial. If 59 Primary Leadership Development Course candidates failed his APFT, it strikes me that SFC Dubois also bears a substantial part of the responsibility. (***Editor's note***: SFC Dubois' letter appeared in Mailcall, Summer 1996; all 59 soldiers who failed the APFT that day at Fort Chaffee, Ark., were in the Reserve Component.)

Commentary

If SFC Dubois ran a business as it appears he is running an APFT that lacked even adequate space, he would be bankrupt. This form of turnover is simply incredible! Spc. Mary Sweeney may have failed by one second, but why didn't SFC Dubois split the run up to allow a starting line space for everyone? (***Editor's note***: Spc. Sweeney, a PLDC student, said it took her almost four seconds to reach the starting line; Mailcall, Winter 1996.)

The Army Reserve does essentially little, if anything, for Reservists to stay in minimum shape. Time and again we're told "It's your responsibility." This is really a way for leaders to abdicate their responsibility.

SFC Michael B. Kersey
Corona, Calif.

SFC Dubois, a full-time Reservist now on duty at Fort McCoy, Wis., responds: "During the APFT in question there were 137 students tested, which required that I begin the run in two different locations, as SFC Kersey suggested. The attrition rate that day, a little more than one-third, is consistent with all Reserve Component NCO academies, and, I agree, is "simply incredible." If SFC Kersey questions our conduct of the test, he should consult with former CSM of the Army Reserve, CSM Collin Younger, or the Inspector General teams who witnessed our APFT and found it to be in compliance. I always, without hesitation, took full responsibility for all my actions as NCOIC of the APFT for the NCO Academy at Fort Chaffee. I will never, however, apologize for enforcing and upholding Army standards."

Retention aids

I groaned a little to myself when I read the editorial by Maj. Gen. Baratz on retention (Summer 1996). It's the same stuff covered over and over again at strength management conferences. I can think of ways to reduce losses that people don't talk about:

1) Recruiters should interview prospects more closely for suitability. It's hard to balance civilian life with Reserve duty, and harder still for a young person.

2) Recruiters should ensure potential young soldiers live near the Reserve center and have reliable transportation.

3) Cut out alternate pathways to gain an MOS by civilian acquired skills. Life is easier for everyone in the military when a soldier attends Basic, then AIT, and then returns to the Reserve unit.

Most Reservists have more loyalty to their civilian employers than to the USAR because that's where the majority of their income is from. Soldiers, young soldiers especially, find it hard to request time off work for Army Reserve duty. Many soldiers leave the Reserve because of job conflicts.

SFC Michael Titford
Fairhope, Ala.

Put retirement points on the LES

Every time I get a retirement points summary sheet, it's incorrect. Let me suggest something. Since retirement points have a direct correlation to pay (I realize points also can be earned for drill without pay and correspondence courses), why not put points earned on each Leave and Earnings Statement (LES). This would especially help soldiers transferring between the National Guard and Army Reserve because there would be a single record, instead of ARPERCEN doing USAR points and states doing National Guard points.

Imagine the cost savings of not duplicating efforts or not having to send out annual summary sheets. Imagine the benefit to the soldier in having an accurate, timely record of points. A constant reminder of one of our primary benefits would certainly help morale.

Although I have oversimplified the solution (retirement points accounting is undoubtedly complex), I feel my suggestion has merit.

1st Lt. Olin West
Dallas, Texas

ARMY SHORTS

Military clothing catalog

Reservists can request a copy of the new military clothing mail order catalog from the Army & Air Force Exchange Service.

The mailing address: HQs, AAFES SD-U, P.O. Box 660202, Dallas, Texas 75266-0202.

Reservists also can call a tollfree number 24 hours a day to request a catalog, (800) 527-2345. The fax number is (800) 446-0163.

The free catalog features the latest dress, service, physical training and battle dress uniforms, as well as boots, shoes, shirts, insignia and more.

Army's MWR program goes electronic

Reservists can turn to the Internet for information on military hotels in Orlando, Korea and Hawaii.

The Army's Morale, Welfare & Recreation Program now has a website:

http://www.armymwr.com.

Reservists can learn:

•How to make reservations at the Shades of Green resort at Walt Disney World, Dragon Hill Lodge in Korea, or Hale Koa Hotel in Honolulu.

•When and how to audition for the U.S. Army Soldier Show.

•How to apply for the World Class Athlete Program.

The homepage also has information on employment and family programs

Officers selected for resident schooling

Results of the CY 97 Army Reserve Officer Professional Development Selection Board were released in December. Officers picked for resident training:

Army War College: Cols. Daniel Knapik and Billy Thomas; Lt. Cols. Paul Brady, James Fraley, Lloyd Freckleton, Christopher Gallavan, Gladys Gonzales-Nadal, Earl Harter, Clyde Leavelle, Douglas Lee, Walter Pedigo, Patricia Prevosto and Melvin Van Dyke.

Naval War College: Lt. Col. Gary Engel.

National War College: Lt. Cols. Linda Green and Patti Tackett.

Fellowships: Lt. Col. Lawrence Bergeson (Tufts University); Lt. Col. John Davis (University of Texas); Lt. Col. Mark Early (Harvard University); Lt. Col. William Murray (Tufts); Lt. Col. Terrance Spoon (Harvard); Lt. Col. Anthony Winstead (Texas).

Inter-American Defense College: Lt. Col. Gilbert Lozano.

Industrial College of the Armed Forces: Lt. Col. Joseph Garland.

Command & General Staff Officer Course (full year): Majs. Joseph Frazier, Willie Mitchell, Lora Tucker and Gregory Williams, and Capt. John Lazaro.

U.S. Marine Corps Command & Staff College: Capt. Joseph Czarnik.

School of the Americas: Majs. Glenn Crowther and Miguel Sepulveda.

Army Comptrollership Program: Maj. Robert Dannemiller.

Army Management Staff College: Lt. Col. Ronald Cussins, Majs. Samuel Nichols and Melvin Silva.

Baylor University Health Care Administration Program: Capt. David Brant.

Logistics Executive Development Course: Majs. Richard Cremisio, Mae Goldmann, Stephen Hearn, Bernard Scheid, Vitelio Silva and Joseph Spence; Capts. Frederick Boettcher, Anthony Cook, William Grossman, Troy Kok, Raymond Strother and Richard Wells.

Advanced Program Management Course: Maj. Alfred Miller.

Entries sought for Bataan memorial march

Army Reservists and ROTC cadets are invited to compete in the 25-mile Bataan Memorial Death March at White Sands Missile Range, N.M., on April 20, 1997.

Teams or individuals may compete in one of two divisions – light or heavy. All marchers must carry two full canteens. Those in the heavy division carry a 35-pound rucksack.

Teams must consist of five to seven people; five people must cross the finish line together within a 10-yard gate.

Team categories:

- **Female – light division.**
- **Male – light and heavy divisions.**
- **Coed – light and heavy divisions.**

Individual categories:

- **Female – light division.**
- **Female – over 40 light division.**
- **Male – light and heavy divisions.**
- **Male – over 40 light division.**

Team entry fee is $65 for a five-person team, $77 for a six-person team, and $89 for a seven-person team. Individual entry fee is $20. The entry fee includes a T-shirt and informal meal during the closing ceremony.

Deadline for entries is April 1.

For more information and entry forms, call White Sands Missile Range, (505) 678-8612, DSN 258-8612.

USARC

HQs The U.S. Army Reserve Command is scheduled to move this summer into its new home at Fort McPherson, Ga., outside Atlanta (above is an artist's rendering of the building). Over 900 military and civilian employees will work in the 218,000 square-foot facility, which includes a three-deck parking garage. USARC, currently in leased office space, has command and control of all Troop Program Units in the continental United States and the 65th Army Reserve Command, Puerto Rico.

Letting go

By SFC Barbara A. Johnson

[**Prologue:** *SFC Johnson, of Woburn, Mass., retired in August 1996 after 20 years in uniform. Her last assignment was with the 309th Combat Support Hospital, Boston, as a ward master (91C). She wrote this letter shortly before retirement.*]

The closure of my Reserve career. That's a strange feeling – a concept I can't quite grasp just yet. What will it be like not being "on-call" to defend my country?

As I approach my retirement date from the Reserve, I have mixed emotions. I won't have to be always "ready," with dog tags handy and duffle bag packed (I'll never forget the agony of waiting for "the call" for Desert Storm).

Will I miss it? I'm afraid so. I'll miss not being there for my troops. I'll miss not doing something I do well. I'll miss the people.

I think back on all the missions, the tasks, the ATs, the MUTA 5s. It wasn't always easy. Many tears were shed, hands held, hugs and laughter too. The bonding and respect for one another I've never experienced in the civilian world.

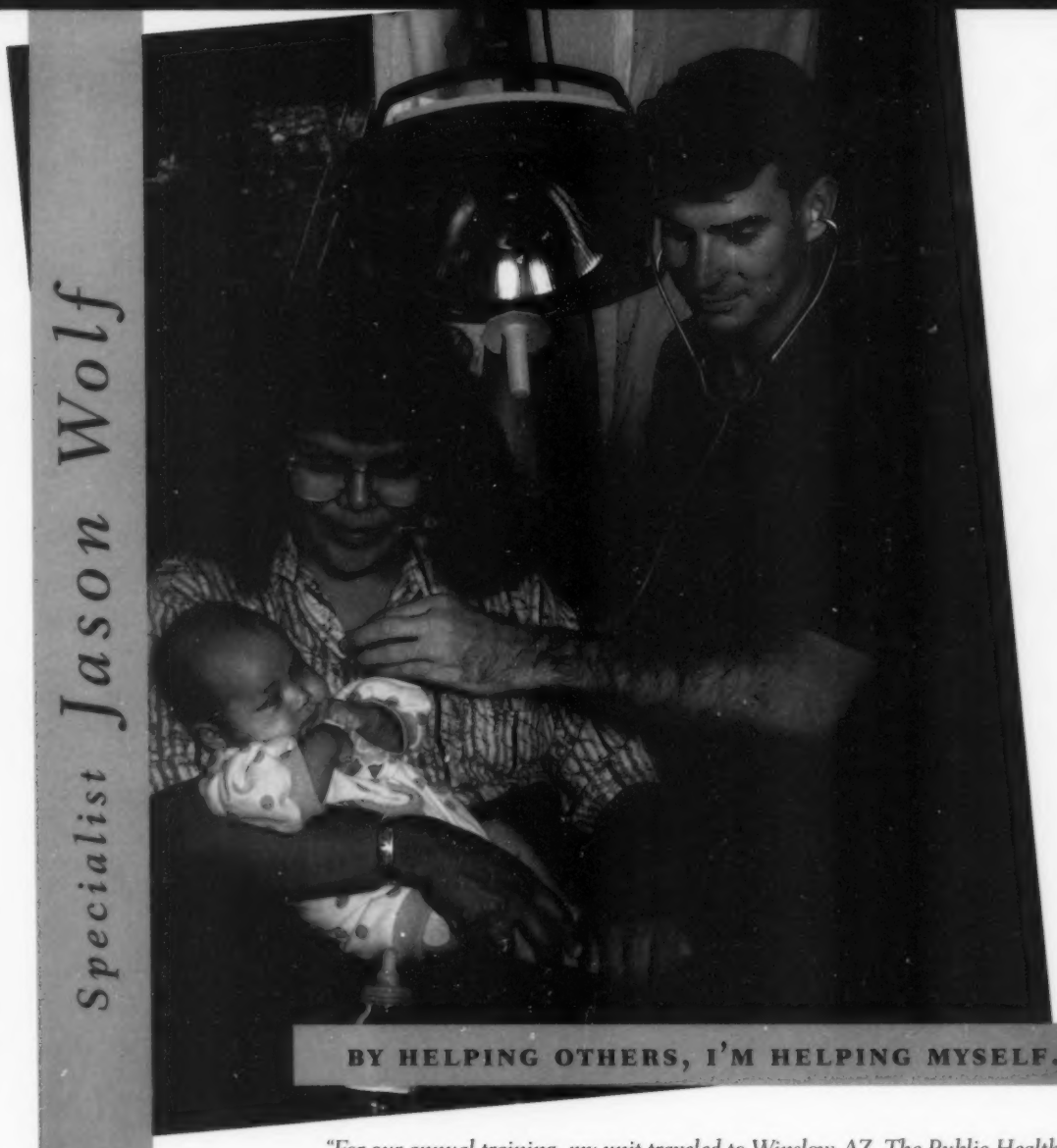
Did I make a difference? I think so, when I think back on all the young enlisted soldiers I've guided and counseled, all the junior officers I've taken under my wing. I've watched a lot of "kids" bloom into mature, productive NCOs and officers. Was I unique? No, there are a lot of good people in the Army Reserve today. One of them will replace me. And I know they will mentor junior soldiers as I did. It's like family.

Am I grateful for my Reserve experience? You bet. I can honestly say I've received more than I gave, and I feel I gave it all I had. I learned so much about life, about taking and teaching responsibility, about discipline, independence, teamwork, maturity. It took me several years to realize that. But as I look back now, I realize the Army taught me there's nothing I can't do. As difficult and unrealistic as some things seem, I could accomplish any task, especially with teamwork. That realization has helped me turn things around in civilian life as well.

I'm proud to say I was called to active duty for Desert Storm. I'm proud of the response and how well the Reserve measured up to the standards and tasks we faced. It was a very moving experience and a rude awakening to see the effect of war on humanity.

My career in the Army Reserve is a part of my life that will live in me forever. I will miss being counted on. I will miss making a difference to soldiers, to my country. I'll miss you.

[**Epilogue:** *In October 1996, SFC Johnson transferred from the Retired Reserve to the Individual Ready Reserve, with attachment to the 309th for points only. "I wanted to be a part of it again," she explained.*]



Specialist Jason Wolf

BY HELPING OTHERS, I'M HELPING MYSELF.

"For our annual training, my unit traveled to Winslow, AZ. The Public Health Service facility there was under construction, so we helped out by treating local Native Americans. In many ways, working as an x-ray technician on that tour changed my life. Not only did the training prepare me for my current career as an x-ray technician in a trauma unit, but it also gave me the chance to do some good for fellow Americans who really needed and appreciated it."

U.S. ARMY RESERVE

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